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FUND FOR THE CITY OF NEW YORK 7-YEAR REPORT 1968 — 1975

- 3 Helping New Yorkers and Their Government
- 17 Financial Reports
- 18 Table of Appropriations 1968 — 1975
- 20 Financial Statements for Fiscal Years 1974 and 1975
and Independent Accountants' Report
- 25 Grants: Fiscal 1974 — 1975
- 35 Grants: Fiscal 1973 — 1974
- 43 Summary of Grants 1968 — 1973

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This is a report on seven years of grant-making and related activity by the Fund for the City of New York. The Fund was created in 1968 by the Ford Foundation and was intended to serve, as Ford said in its original announcement, "as a small but sensitive grant-making agency, alert to the problems of New York City and to opportunities to improve the performance of government and government-related activities." It represented one of the first attempts by a philanthropy to give organized help to the people of a city and their government through the creation of an independent grant-making foundation.

Ford's aim was to create a relatively small and flexible reserve that could assist with the funding of, as it said, "miscellaneous activities of great potential that . . . tend to fall between the cracks of regular governmental and civic processes." The Fund was to receive from Ford about \$1 million a year for an initial period of five years. In fact, it received \$8 million over the next seven years, including amounts for administration as well as grant-making. During that period it spent \$7,368,085 in 342 grants and projects run by 157 different recipients. The Fund's eighth year began on

Opposite page:
Ken Peake works with two of his students at the art workshop at Henry Street Settlement's Urban Family Center while the Center's director, Danny Kronenfeld, looks on. The workshop is part of the Center's mini-junior high school. The Urban Family Center was developed by Henry Street at the request of the New York City Public Housing Authority to provide short-term apartments for families on public assistance who have lost their homes and need temporary shelter (see page 45).

October 1, 1975, with a slightly reduced appropriation from Ford that reflected the Ford Foundation's own lowered reserves.*

By 1975 the Fund had learned something about the problems of New York City, and it had explored various techniques for choosing the "miscellaneous activities" it might help to support.

This report to the public will review briefly the results of the seven-year effort. It will give slightly more detail on the grants in the last two fiscal years, ending September 30, 1975; earlier grants have already been reported publicly.

THINKING ABOUT NEW YORK CITY

The Fund's lifetime has spanned the period of New York's most perplexing difficulty — the time when the city's steeply rising expenditures so far outran its revenues that the resulting imbalance became, in 1975, a subject of intense national debate. As the city struggled to bring its finances into order, the State of New York became more and more involved, finally assuming a large degree of control over the city's fiscal affairs. In the end, assistance was required from the Federal government through a loan program totaling \$2.3 billion.

Behind the fast-moving events were some blunt realities that had contributed to New York's highly complex situation. Many of those realities had been brought home to the Fund for the City of New York as it sought to dispense its quite limited reserves since 1968:

—First, during the decades from 1950 to 1970 New York received about 2 million immigrants from the seriously weakened social and economic structures of the American South and of Puerto Rico. The service needs of these new arrivals — in such areas as housing, job training, education, financial assistance, and health care, among others — were far greater than had been the case with the earlier migrant groups from Europe who had arrived during the previous century. Those older immigrant waves had been assimilated with relative ease by the great American "receiving bin," or "upward mobility machine," as New York has been called by some urban analysts.

—During the 1960-1970 decade the new groups, together with other New Yorkers in need, drew heavily on the city's capacity to

*The Fund's charter also permits it to receive money from other sources. Such funds have been sought and obtained to support specific projects, but after some discussion the Fund's Board has decided not to solicit money for the general grant reserve.

provide assistance, and as a result the city's budget for "human resource" development — education, welfare, health services, and family back-up services such as foster care for children and mental health services — increased, according to one study,* by 345 per cent, from \$1.1 billion to \$5 billion. Human resource programs accounted for nearly two-thirds of city expenditures in fiscal 1971.

—Welfare payments by the city rose during the same decade by 480 per cent (from \$235 million to \$1.4 billion), health services went up by 375 per cent (from \$256 million to \$1.2 billion), and family supports by 321 per cent (from \$67 million to \$280 million).

—Meanwhile the new migrants suffered from a declining job pool: in the six years from June 1969 to July 1975, New York lost a total of more than 500,000 jobs. The factory jobs where earlier migrant groups in the city had gained a handhold from which they could pull themselves up were disappearing—moving to other parts of the country or abroad.

—To match the increased service needs of the changing New York population, public sector employment rose rapidly — often drawing its employees, of course, from the very groups to whom the services were being directed. Municipal workers rose from a total of 213,000 on the rolls in 1963 to a budgeted total of 330,000 in 1975 — a gain of over 50 per cent. Levels of city municipal pay seemed high, although some surveys indicated that they were, on the whole, comparable to other major U.S. cities. Fringe benefit packages negotiated by some of the municipal unions, on the other hand, impressed many observers as very generous. In any event, the city's payroll costs rose from \$1.6 billion in fiscal 1964 to \$6 billion in fiscal 1976. And predictably, again, two-thirds of those city employees were in health, education, welfare, and other programs of human resource development.

Thus, during the post-World War II period New York had played its traditional role in helping to meet the needs of mass migrations anxious to participate in the better life. These new migrations came to New York, as television commentator Howard K. Smith put it, "for its unique reputation for processing poverty into means and turning its tax-eaters into other states' taxpayers." But the obstacles were difficult: there were fewer jobs for the newcomers to claim, and the groups themselves carried difficult burdens of racial and ethnic prejudice. Nonetheless, city leaders and civic



Workers print fabric at PM Prints in Brooklyn, one of a number of small businesses helped by The Development Council, a Fund grantee in 1972 and 1973. The Council arranged \$400,000 in working capital and equipment loans for PM, which enabled the plant to remain and expand in New York City and to provide an additional 75 jobs, many for minority workers (see page 43).

*Charles Brecher, *Where Have All the Dollars Gone? Public Expenditures for Human Resource Development in New York City 1961-1971*, Praeger, 1974.

agencies were particularly resourceful in devising programs to aid the new residents — in housing, education, health care, family assistance, job training, and services for youth and the elderly. But the pressures ultimately proved too burdensome even for the country's greatest, wealthiest, and most humane metropolis.

THE FUND'S DEVELOPING ROLE

The grant-making history of the Fund for the City of New York has reflected the impact of these forces on city life and on government operations.

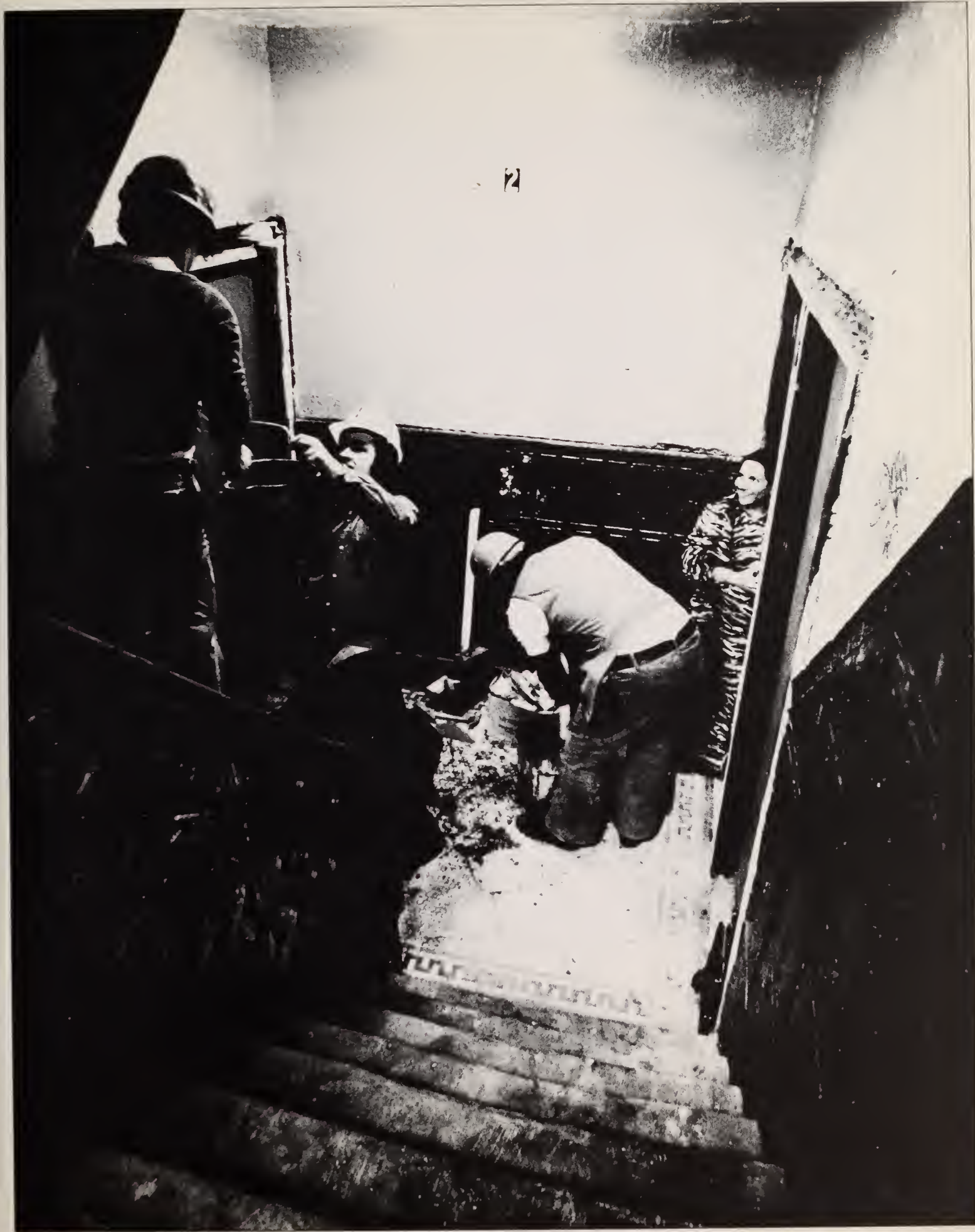
From the beginning, the Fund has been concerned with improving the quality of life in the city and the delivery of services to the least well-off of its residents. It has sought in a variety of ways to strengthen community life — through aid to such efforts as housing improvement programs, community service institutions, environmental improvement projects, and economic development programs. In all of this the Fund has been interested in uncovering strong community initiatives with promising leadership and a potential for longevity. It has sought what it has thought of as a more humane and workable city.

But the Fund also, over its seven-year span, became increasingly occupied with its central concern: helping the city's growing governmental machinery to be more effective and responsive. In fact, the Fund's earliest efforts were carried out in close relationship with the city administration, and about half of all grant appropriations went directly to government agencies for specified public purposes during the Fund's first year.

With experience, however, it became clear that the Fund could be more effective by working the middle ground between governmental programs and the many private charitable groups whose efforts supplement them. This led to an increase in support for private organizations and a corresponding decrease in grants to government: the percentage of grant funds going directly to governmental agencies fell to 5 per cent in fiscal 1974-75.

At the same time, the Fund's overall grant program became more government-related as it learned more about governmental needs and about working relationships between public and private agencies, and especially as it developed experience in working with government officials. This helped the Fund to spot promising project ideas among private groups doing work related to the government's interests and to help improve such proposals before

A tenant watches Los Sures handymen repair her apartment door on South Second Street in Brooklyn's Williamsburg section. Los Sures is managing the building under the New York City Housing and Development Administration's receivership program. Los Sures has been a pioneer in the city's community-based housing movement, which seeks to reverse the process of decay and abandonment of New York's older housing stock (see page 31).



funding. The identity of the grantee changed, in other words, from the governmental agencies themselves to private agencies doing government-related work, or even to the Fund itself, acting as a project administrator or as a laboratory for testing the operation of a specific idea.

APPROACHES TO GRANT-MAKING

Certain grant-making and operational factors were obvious from the beginning:

—The Fund could not afford to finance projects that could or should be paid for by the city government itself, nor could it cover the deficits of ongoing programs or the simple expansion of such programs.

—The Fund could not assume long-term funding responsibilities for any group or project.

—The Fund could, however, look for promising new ideas and projects and leaders, and for opportunities to take risks that could not normally be assumed by governmental agencies.

—The Fund could expect to apply the independent views of its own board and staff to the city's problems, and it could, because of its independence, maintain an interest in a specialized area no matter what headline crises might be occupying the city government from moment to moment.

As it developed, whoever the grantee — government agency, private organization, or a project operated by the Fund — grants that could be described as seeking a more effective and responsive government rose from 31 per cent of the total amount granted in 1968-69 to 73 per cent in 1974-75. Again, most of the rest of the Fund's grants have sought, through the efforts of private groups, the general aim of an improved quality of life for New Yorkers. These grants accounted for 69 per cent of the Fund's total expenditures in 1968-69 but only 18 per cent in 1974-75. (See table on page 18 for a breakdown of the Fund's seven-year grant history.)

NEW PROGRAM GUIDELINES AND THE LESSONS OF EXPERIENCE

The lessons of seven years of grant-making can be seen in the objectives of the Fund as it began its eighth year, and in the guidelines it was using to screen and evaluate proposals for potential funding.

Its objectives, very simply, were:

8 —to help the city government become more effective and re-

sponsive, and to help improve the systems established to deliver services to New Yorkers;

—to support private projects that promise to have an impact on governmental policies and programs, on city-wide systems, or on issues of long-term importance to New York.

Its guidelines were, in turn:

1. To try to aid the best interests of the city over the long term as it struggles to balance its financial resources with the needs of its residents.

2. To look for projects that cannot be financed from the budgets of municipal governmental agencies and that still will help the city's government and its private voluntary agencies to improve the city's public services and processes.

3. To look for "leverage" in the Fund's grant-making — that is, for opportunities to increase the impact of small amounts of money. (Examples might be by attracting other funds; by making it possible to change the ways other money is spent; or by testing or setting in motion an idea or an activity that can have a large effect on the way an entire system is organized.)

4. To avoid helping organizations simply to meet operating deficits or to expand existing programs.

5. In general, to avoid supporting academic studies, conferences, or trips, since such undertakings often do not produce hard results.

6. To be aware of a grant recipient's future funding requirements, so that the Fund can avoid situations where it might be expected to give continuing support because an organization has not faced the question of future funding.

SOME STATISTICS ON THE GRANT PROGRAM

During 1974 the staff conducted an internal analysis of the Fund's grant history to try to define the character of its total program, evaluate its impact, and set directions for the future. The assessment revealed the following:

1. Over a six-year period the Fund had made a total of 283 appropriations to 141 different grantees. Almost half of these grants were for appropriations between \$5,000 and \$20,000; 16 per cent were for less than \$5,000; 13 per cent were for \$20,000 to \$30,000, and the remainder — about 20 per cent — were for more than \$30,000.

2. Private charitable groups received a little over one-third of

the total grants. About one out of five Fund-supported projects was administered by a city government agency, and another one out of five by the Fund itself. One grant appropriation in ten went to a small, neighborhood-based group.

3. Nearly two-thirds of the Fund's grantees had some sort of identifiable and ongoing relationship with New York City's government. Many of the grantees worked with the city as partners; in some cases they were partly supported by New York City funds.

4. The Fund supported projects in over 25 different subject categories: these included environmental concerns (13 per cent), housing (11 per cent), New York City government (9 per cent), criminal justice (8 per cent), education (7 per cent), youth projects (6 per cent), cultural affairs (5 per cent), economic development (4 per cent), civil rights (3 per cent), employment (2 per cent), and senior citizens (1 per cent).

USING THE FUND AS AN OPERATOR OF PROJECTS

One reality the Fund discovered rather early about working in New York was that there are occasions when it is desirable for the Fund to develop a promising idea by trying it out — doing the job itself — if the idea is to receive any test at all. An early example was its own study in 1971 of the pros and cons of legalizing certain forms of gambling in New York City. This grew into a major piece of research administered by the Fund that resulted in published reports on legalized gambling, one sponsored by the Fund with a New York State focus, and a later effort, sponsored jointly by the Fund for the City of New York and The Twentieth Century Fund, that dealt with the same issues in a national perspective.

The Public Service Awards Program, established by the Fund in 1972 to reward and give public recognition to outstanding civil servants in the city government, has also been administered by the Fund, as was its Transition Project, a 1973 effort to provide agency leaders in the incoming Beame administration with detailed information on current issues, problems, and operations affecting each of their agencies.

Another Fund project during 1973 and 1974 was its Selected Institutions program. This was an experimental attempt to help build useful private groups by providing both grants and technical assistance to important community-based organizations in the city. Although the project was eventually discontinued, it was a success in several respects: it was able to identify and aid some important

groups in various parts of the city and to learn how these groups work and what they need; and it taught the Fund the importance of following through closely with all its grants by providing continual monitoring and, where possible, direct assistance.

A GROWING INTEREST IN PRODUCTIVITY IMPROVEMENT

The most significant Fund-managed efforts, however, have been its attempts to improve the productivity of governmental and other public-service institutions in New York. As the city's own fiscal situation has become more pressured, with demands for services in many cases exceeding the resources available in the city to pay for them, such productivity-improvement efforts will become more and more important. Indeed, as the Fund began its eighth year it planned to focus more than half its resources in this area.

The Fund's work on productivity improvement began in early 1972 with a Fund-administered grant for conferences of government and union officials to explore ways to increase the productivity of city agencies. Later the same year the Fund began Project Scorecard, in collaboration with and at the request of the city's Sanitation Department. Scorecard sought to provide an independent, consistent measure of the cleanliness of city streets and sidewalks that could help the Department establish performance standards, improve management, and schedule personnel and equipment to the areas of greatest need.

In 1973 the Fund followed up on Scorecard by exploring the opportunities for developing performance measures in the health field. Health was chosen in part because it is a "softer" field with less precise measurement possibilities; the idea was to test whether the Scorecard approach could be adapted to different kinds of work settings. The result was a major Fund project to find a workable method for monitoring the way outpatient municipal and voluntary hospital clinics treat prevalent diseases.

Both the Scorecard and Health projects concentrated on a basic aspect of productivity improvement: designing, testing, and applying specific performance measures that can help monitor and evaluate various city services. These measures can indicate whether changes in the ways services are produced actually result in improved performance; they can allow for the comparison of different agencies or different parts of the same agency with the same responsibilities; and they can offer the public a way of assessing governmental performance. Thus, a routine and continuous col-



Founder and teacher Eleanor Magid works with students at the Printshop, a member of the Seven Loaves community arts coalition on Manhattan's Lower East Side. A Fund grant enabled the groups to test the usefulness of cooperative effort by supporting an administrative staff to aid the members in fundraising and program development (see p. 32).

lection of data based on measures of service quality can improve management and also increase the accountability of government.

It should be noted that the Fund's longer-range objective in all these efforts is to move them outside its own orbit, perhaps institutionalizing them in new organizations or in existing groups capable of taking on the responsibilities.

SOME ESPECIALLY USEFUL FUND GRANTS

As is the case with all foundations that see part of their mission as taking risks to bring about constructive change, the Fund for the City of New York has supported some activities that produced tangible results and others that did not. But even the latter cases often made it possible to explore an idea, discover capabilities of an institution or an individual, or disprove a theory.

A number of Fund grants delivered, or hold the promise of delivering, especially useful benefits to the people of New York. Some of them were:

—Three grants to Henry Street Settlement, on New York's Lower East Side, to enable the planning, development, and initial operation of an Urban Family Center where welfare families facing emergency housing needs could live for limited periods. This project, developed at the request of New York's Public Housing Authority, substantially eliminated the use of "welfare hotels" for such families in New York, both by offering them a place to live and by serving as a model for similar undertakings in other parts of town. A further grant supported a project to aid multi-problem families evicted from public housing by providing them with increased social services and training in domestic management.

—A series of grants to aid the planning and development of Jamaica, Queens, as a regional sub-center. The grants began in 1970 through the Regional Plan Association in support of the Greater Jamaica Development Corporation and in conjunction with the Mayor's Office of Jamaica Planning & Development and the South Jamaica Steering Committee. The plans include the acquisition and clearance of a site for office development and an expanded pedestrian and transportation network. There have been important accomplishments in Jamaica, although achievement of the original goals has been slower than expected due in part to national economic conditions and, more recently, to the city's own fiscal problems. York College of the City University of New York has located its campus within the redevelopment area,

The old El train, long a symbol of the area's decay, has been slated for replacement as Jamaica, Queens, rebuilds itself into a lively regional subcenter. The Fund has made six grants toward this long-term effort undertaken by the Greater Jamaica Development Corporation, the Mayor's Office of Jamaica Planning and Development, and the Regional Plan Association (see page 30).



and a major hospital offering medical education programs may be built there. A new subway extension to serve downtown Jamaica is under construction, leading to the removal of the Jamaica Avenue El. A new arts center has been created in a renovated landmark building. There is a possibility of Federal aid under the New Towns Program. And, in cooperation with a major bank, the feasibility of a large-scale commercial project is being actively pursued.

—Another series of grants in support of neighborhood-based efforts to manage, maintain, and coordinate the moderate rehabilitation of deteriorating housing in New York. These grants have included assistance to local groups seeking to lengthen the useful life of existing housing in some of New York's lower and moderate income areas — in Williamsburg, East Harlem, and the Lower East Side; and to the Association of Neighborhood Housing Developers, to help advance the interests of all its community-group members. These grants were developed in collaboration with the city's Housing and Development Administration, which itself received a small grant for the training of handymen in city-managed buildings. At the end of 1974 there were about 20 community-based housing groups that had formal relationships with city government agencies through building management contracts, municipal loans, "sweat equity" agreements, and other programs. These groups were working in approximately 400 buildings containing 12,000 living units and an estimated 60,000 people. New forms of Federal assistance through the Housing and Community Development Act of 1974 could make this entire effort even more useful.

—Support for the Citizens' Inquiry on Parole and Criminal Justice, which has resulted in the production of an analysis of the New York State parole system with recommendations for reform. The Citizens' Inquiry is pursuing its recommendations through development of a parolee membership organization, a public education program in schools and civic organizations, an information program for the state legislature, and administrative reforms through the State Department of Correctional Services.

—A series of grants in support of New York City environmental groups working to complement the efforts of city government on problems of air, noise, and solid waste pollution. These grants have increasingly been concerned with monitoring government efforts to reduce air pollution from auto emissions.

—A grant to assist Manhattan District Attorney-elect Robert Morgenthau to begin work on reforms before he took office. This



Empire State Report is an independent monthly magazine reporting on the activities of New York State government, which often deeply affect New York City's well-being. The journal was formed on the initiative of the Fund for the City of New York and has received a series of grants from the Fund (see page 28).

grant ultimately helped Mr. Morgenthau to generate approximately \$1,400,000 in funding from the Federal Law Enforcement Assistance Administration for such projects as using experienced professionals earlier in the prosecutorial process, placing prosecutorial emphasis on recidivists, and developing a computer-based management information system.

—Aid in establishing the *Empire State Report*, a new, independent journal reporting regularly on the state legislature and the governmental agencies in Albany — all of crucial importance to New York City and its government and to an informed citizenry.

—A series of three small grants to the Gateway Citizens Committee, which gave important support to its successful efforts to get the Gateway National Park established.

—A grant supporting a Fund-operated experiment with the Vera Institute of Justice that established a program for cleaning the city's public buildings and statuary and at the same time provided reentry employment for ex-addicts—a program that has grown to encompass about 150 different activities employing about 1,450 ex-addicts and ex-offenders each year. The Fund has continued to support this concept in its operation of Project Scorecard and a 1974 grant to Wildcat Service Corporation to enable it to develop new employment ideas for the growing number of workers in the program.

As the grant listings in this report will suggest, many other important projects received Fund support over the last seven years, attesting to the vigor and imagination with which many New Yorkers are working for the betterment of the city and its people.

THE FUND AND NEW YORK IN THE FUTURE

In October 1975, when there were still serious questions about the Federal government's willingness to give financial aid to the city, *The New York Times* reported one day on the employment situation in New York. "City Jobs Hit Low Mark, Dimming Recovery Hopes," read the headline. The story began: "The number of jobs in New York City fell to the lowest level since employment record-keeping began in 1950, the State Labor Department reported yesterday"

Although the story ran on page 43, it may have had more to do with the city's future than any of the front-page articles on whether or how New York would be able to deal with its immediate financial

crisis. Few in the city doubted as 1975 ended that the area's problems have national as well as local origins, and that federal assumption of such national burdens as the cost of welfare would ease the city's fiscal distress.

Especially threatening, however, were the long-term implications of the city's eroding employment base, which seemed not to be showing even the slight signs of recovery from recession that the country as a whole was showing in late 1975. City unemployment was holding at nearly 12 per cent, and the number of jobs available in New York was lower by more than 500,000 than during the peak year of 1969.

In any event, it appeared that the nation's greatest city could hardly be asked to help deal any longer with the problems of huge numbers of America's poor if it was not supported in this effort by the country as a whole, and especially if the American economic system failed to provide the jobs that people require to pull themselves into the stream of advancement.

As the Fund for the City of New York began its eighth year it could not be sure exactly how the city's best interests could be served. It did seem obvious that New York's difficulties were fundamentally systemic, and that it may have been asked to do a job in "processing poverty into means and turning its tax-eaters into other states' taxpayers" that it was no longer able to do unaided. Whatever fiscal expedients may have unwisely been employed in the past were being corrected, and tough cutbacks in expenditures along with increased taxes promised both a lowered quality of life in the city and a balanced budget in the foreseeable future. But the economic underpinnings of the city still seemed significantly weakened, and there were few indications of the sources of new strength. Added tax burdens would only encourage more industrial flight, and with it more job losses. Reduced services might do the same.

At the same time there was, behind all these unpleasant prospects, a municipal spirit that seemed enduring and hopeful. That spirit, fueled by optimism, by concern for the well-being of the entire community, not just its privileged parts, and by faith in the potential of people and their institutions, will, it is to be hoped, decide the future of New York City.

The Fund for the City of New York will try to nourish such spirit wherever it can be found.

TABLE OF APPROPRIATIONS 1968—1975
FINANCIAL STATEMENTS FOR FISCAL YEARS 1974 AND 1975
REPORT OF INDEPENDENT ACCOUNTANTS

FUND FOR THE CITY OF NEW YORK
APPROPRIATIONS 1968 — 1975¹

Fiscal Year	Total Appropriated	Type of Grantee		
		Government Agency	Private Charitable Organization	Fund for the City of New York
1968-1969	\$ 882,021	\$ 425,927 (48.3%)	\$ 456,094 (51.7%)	
1969-1970	535,826	231,172 (43.1%)	304,654 (56.9%)	
1970-1971	722,132	178,632 (24.7%)	429,750 (59.5%)	\$ 113,750 (15.8%)
1971-1972	1,352,507	286,000 (21.1%)	601,198 (44.5%)	465,309 (34.4%)
1972-1973	1,538,631	130,660 (8.5%)	784,263 (51.0%)	623,708 (40.5%)
1973-1974	1,135,676	43,780 (3.9%)	568,823 (50.1%)	523,073 (46.0%)
1974-1975	1,201,292	60,625 (5.1%)	620,226 (51.6%)	520,441 (43.3%)
TOTAL 1968-1975	7,368,085 ²	1,356,796 (18.4%)	3,765,008 (51.1%)	2,246,281 (30.5%)

¹These figures reflect only discretionary grant funds received from the Ford Foundation, and do not include \$50,000 received from the State University of New York and \$55,055 received from the City of New York toward Project Scorecard in 1973-1974; \$139,580 from the City of New York, \$60,000 from the New York City Off-Track Betting Corporation, and \$89,470 from the Russell Sage Foundation toward Project Scorecard in 1974-1975; or \$5,000 from the J. M. Kaplan Fund toward the Manhattan District Attorney

Program Area

Toward the Effectiveness and Responsiveness of Government	Toward a Humane and Workable City	Selected Institutions Program	Preliminary Inquiries	Other
\$ 275,095 (31.2%)	\$ 606,926 (68.8%)			
177,450 (33.1%)	334,326 (62.4%)			\$ 24,050 (4.5%)
179,100 (24.8%)	468,782 (64.9%)		\$ 41,750 (5.8%)	32,500 (4.5%)
643,304 (47.6%)	530,694 (39.2%)	\$ 65,375 (4.8%)	70,500 (5.2%)	42,634 (3.2%)
767,304 (49.9%)	484,298 (31.5%)	186,715 (12.1%)	63,884 (4.1%)	36,430 (2.4%)
636,007 (56.0%)	278,606 (24.5%)	126,843 (11.2%)	37,736 (3.3%)	56,484 (5.0%)
880,196 (73.3%)	210,096 (17.5%)		70,500 (5.8%)	40,500 (3.4%)
3,558,456 (48.3%)	2,913,728 (39.5%)	378,933 (5.1%)	284,370 (3.9%)	232,598 (3.2%)

Transition Project in 1974-1975.

²Exceeds Ford Foundation appropriation due to monies returned unspent and re-appropriated, interest earned, and small amounts contributed from other sources to Fund reserve.

FUND FOR THE CITY OF NEW YORK, INC.
FINANCIAL STATEMENTS SEPTEMBER 30, 1975

BALANCE SHEET

September 30,	1975	1974
ASSETS		
Cash, including certificates of deposit of \$200,493 (\$405,828 in 1974)	\$294,515	\$499,242
Grants receivable	191,477	81,238
Prepaid expenses	2,030	
Loans to civic and community organizations	7,900	16,804
Leasehold improvements and equipment, at cost, less accumulated depreciation and amortization (Note 2)	17,379	18,993
Security deposit	7,812	7,812
	\$521,113	\$624,089
LIABILITIES AND FUND BALANCES		
Liabilities:		
Grants payable	\$241,619	\$202,316
Accrued payables	19,519	21,466
	261,138	223,782
Fund balances:		
Program fund:		
Appropriated (Note 5)	239,042*	302,284
Unappropriated	14,124	95,607
	253,166	397,891
Administrative fund	6,809	2,416
	259,975	400,307
Commitments (note 6)		
	\$521,113	\$624,089

*Includes \$144,891 restricted by grantors for specific projects.

STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES

For the year ended September 30,	1975		1974	
	Program Fund	Administrative Fund	Total All Funds	Total All Funds
REVENUES:				
Grants and contract awards:				
The Ford Foundation	\$1,000,000	\$200,000	\$1,200,000	\$1,200,000
City of New York	139,580		139,580	55,055
State University of New York				50,000
Russell Sage Foundation	89,470		89,470	
New York City Off-Track Betting Corp.	60,000		60,000	
J.M. Kaplan Fund	5,000		5,000	
	1,294,050	200,000	1,494,050	1,305,055
Interest income — net of federal excise tax of \$590 (\$2,248 in 1974)(Note 4)	14,148		14,148	33,956
Total revenues	1,308,198	200,000	1,508,198	1,339,011
EXPENDITURES:				
Grants approved	728,945		728,945	603,384
Fund-administered project costs	723,978		723,978	831,746
General and administrative expenses (Note 3)		195,607	195,607	198,640
Total expenditures	1,452,923	195,607	1,648,530	1,633,770
REVENUES (under) over expenditures	(144,725)	4,393	(140,332)	(294,759)
FUND BALANCES, beginning of year	397,891	2,416	400,307	695,066
FUND BALANCES, end of year	\$ 253,166	\$ 6,809	\$ 259,975	\$ 400,307

STATEMENT OF CHANGES IN FINANCIAL POSITION

For the year ended September 30,	1975	1974
CASH PROVIDED BY:		
Grants and contract awards	\$1,383,811	\$1,923,817
Interest income net of excise taxes	14,148	33,956
	1,397,959	1,957,773
CASH USED FOR:		
Payments related to program activities:		
Grant payments	689,642	599,512
Fund-administered project costs	723,978	831,746
General and administrative expenses	192,678	242,034
	1,606,298	1,673,292
(DEFICIENCY) EXCESS OF CASH PROVIDED BY REVENUES	(208,339)	284,481
CASH PROVIDED BY (USED FOR) CHANGES IN OTHER ASSETS AND LIABILITIES:		
Sale (purchase) of certificates of deposit	205,335	(405,828)
Purchases of property and equipment	(3,262)	(20,180)
Decrease in loans receivable	8,904	14,493
(Increase) decrease in prepaid expenses	(2,030)	453
Payment of security deposit		(7,812)
	208,947	(418,874)
INCREASE (DECREASE) IN CASH	608	(134,393)
CASH, beginning of year	93,414	227,807
CASH, end of year	\$ 94,022	\$ 93,414

NOTES TO FINANCIAL STATEMENTS SEPTEMBER 30, 1975

NOTE 1 ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Organization: The Fund for the City of New York, Inc. (Fund) supports and administers creative public and private projects designed to improve the effectiveness of municipal government and the quality of life in the City of New York. The principal source of support for the Fund is an annual grant from the Ford Foundation. A portion of the grant is specified for support of general and administrative expenses of the Fund. The remainder is for program support.

Leasehold improvements and equipment: The Fund follows the

practice of capitalizing all expenditures for capital assets. Depreciation and amortization are computed on the straight-line method over 10 years for office furniture and equipment and the life of the office lease for leasehold improvements.

Revenue and expense recognition: Grants and contract awards are recognized when the Fund is notified and interest income is recognized when earned. Restricted grants received are used for the designated purpose of such grants. Grant expenditures are recorded when approved by the Board of Directors; project expenditures and general and administrative expenses are recorded when incurred.

NOTE 2 LEASEHOLD IMPROVEMENTS
AND EQUIPMENT:

Leasehold improvements and equipment are comprised of the following:

September 30,	1975	1974
Leasehold improvements	\$20,180	\$20,180
Office furniture and equipment	3,262	
	23,442	20,180
<i>Less</i> — Accumulated depreciation and amortization	6,063	1,187
	\$17,379	\$18,993

NOTE 3 RETIREMENT PLAN:

The Fund has a retirement plan which covers substantially all employees. Payments are made for premiums due under individual annuity contracts purchased for each member of the plan. Employees have the option of contributing additional premiums on their own behalf. Payments made by the Fund which have been classified as general and administrative expense totaled approximately \$20,000 in 1975 and approximately \$14,000 in 1974.

NOTE 4 PROVISION FOR
FEDERAL EXCISE TAX:

The Fund is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code and has been classified as a "private operating foundation" under the Tax Reform Act of 1969.

In accordance with the Tax Reform Act of 1969, federal excise tax of 4% on net investment income has been provided in the amount of \$590 in 1975 and \$2,248 in 1974.

NOTE 5 APPROPRIATED FUNDS

The appropriated portion of the program fund represents the unexpended balance of amounts approved by the Board of Directors for Fund-administered projects. The following is a summary of the appropriated program fund activity:

September 30,	1975	1974
Balance, beginning of year	\$ 302,284	\$ 542,203
<i>Add</i> — Appropriations:		
Grants	755,651	611,603
Fund-administered projects	739,691	629,128
	1,495,342	1,240,731
<i>Less</i> — Fund-administered project and grant appropriations cancelled or returned	105,661	45,520
	1,389,681	1,195,211
<i>Deduct</i> :		
Grants approved	728,945	603,384
Fund-administered project disbursements	723,978	831,746
	1,452,923	1,435,130
Balance, end of year	\$ 239,042	\$ 302,284

NOTE 6 COMMITMENTS:

The Fund leases office space under an agreement expiring in 1978. The lease agreement provides for minimum annual rentals of approximately \$47,000 each year plus amounts for escalation factors. Payments under the lease agreements totaled approximately \$47,000 in 1975 and 1974.

REPORT OF INDEPENDENT ACCOUNTANTS

To the Board of Directors of
Fund for the City of New York, Inc.

In our opinion, the accompanying balance sheet and the related statements of revenues, expenditures and changes in fund balances and of changes in financial position present fairly the financial position of the Fund for the City of New York, Inc. at September 30, 1975, and the results of its operations and the changes in financial position for the year then ended in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year. Our examination of these statements was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in

the circumstances, including confirmation of the cash and certificates of deposit owned at September 30, 1975 by correspondence with the depository.

The balance sheet and statement of revenues, expenditures and changes in fund balances of the Fund for the City of New York, Inc. for the year 1974 were examined by other independent accountants.

Price Waterhouse & Co.

Price Waterhouse & Co.
60 Broad Street
New York, New York 10004
January 14, 1976

1974-1975

TOWARD THE EFFECTIVENESS AND
RESPONSIVENESS OF GOVERNMENT

†PROJECT SCORECARD \$90,000

In 1973, at the request of the Department of Sanitation, the Fund for the City of New York began work on Project Scorecard, which was designed to help make New York City cleaner by providing the Department with an independent, continuing measure of the cleanliness of the city's streets.

After a four-month planning phase, Project Scorecard began monitoring selected blocks in 65 commercial strips that comprised the Department of Sanitation's experimental program to improve the cleanliness of business areas. The monitoring system starts with field teams who drive along established routes, grading street and sidewalk cleanliness on a scale from 1.0 to 3.0 by comparing actual conditions to photographic standards. These ratings are recorded on a cassette tape and returned to the field office where they are transcribed, keypunched, and computerized. From these accumulated data the computer produces various reports and analyses for the Department of Sanitation management.

Based on the initial success of Project Scorecard in the Intensive Cleaning Program, Scorecard began monitoring street

cleanliness throughout the entire city in April of 1974, expanding its field staff from two to ten teams. The expansion of the program city-wide was supported by a New York City government contract and a National Science Foundation grant administered by the State University of New York at Stony Brook. Scorecard draws the major portion of its field staff from the Wildcat Service Corporation, which operates a program of supported employment for ex-addicts and ex-offenders. Wildcat's "in-kind" contribution has made up about one-third of Scorecard's operating budget. City government support of Scorecard during the 1974-75 operating year came to \$139,580.

Project Scorecard rates about one-sixth of the city's 254 sanitation districts each day. Within a day and a half of this rating a computer terminal located at Department of Sanitation Headquarters generates an analysis of past and current data and automatically identifies high-priority areas for management action. Monthly reports measure performance within sanitation districts by comparing current ratings to targets set for each district. The Scorecard data base is also analyzed to assess the effectiveness of alternative cleaning and collection strategies.

During the last year Project Scorecard has sought to establish a broader constituency and to reduce its dependency on Fund support. It succeeded in securing a \$60,000 grant from the Off-Track Betting Corporation toward its 1975-1976

†Project funded in a previous or subsequent year

*Additional amount appropriated for Fund monitoring, evaluation, or administration of grant

operating costs and a research grant of \$89,470 from the Russell Sage Foundation to improve the reliability of the data and to design a new survey sample and maps. Scorecard expects to move outside the Fund's operating control during 1976, under the aegis of a non-profit institute.

During 1974-1975 Project Scorecard began planning for the regular release of its data to the public to strengthen community-based and city-wide efforts to improve the cleanliness of the city. The first monthly public report was made in November 1975. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

†HEALTH CARE QUALITY PROJECT \$85,051

The Fund's health care project has sought to develop and test methods for monitoring outpatient care in voluntary and municipal hospital clinics in New York City. The project focuses on outpatient clinics as the largest single source of primary care provided to the city's residents. It is designed to provide information that will help improve both the management and the consumption of these outpatient services.

Initially, the Fund developed disease-specific protocols, under the direction of a team of physicians, which were to be used as minimal standards by which to judge patient care. It then experimented with the use of patient charts as a source of data which was both reliable and amenable to review by laymen with minimal amounts of specialized knowledge.

During the past year the Fund completed a pilot project using these tools to evaluate and compare the care received by patients presenting symptoms of hypertension in the outpatient clinics of Metropolitan and Flower Fifth Avenue hospitals. The study found that the disease-specific, chart-based approach constituted a sound basis for evaluating and comparing the level of care provided in these two clinics.

A second project undertaken during the year was the development and testing of minimal standards for the evaluation of care provided patients presenting symptoms of diabetes in the Medical, Diabetes, and Primary Care Clinics of King's County Hospital. The results of this study have not yet been analyzed.

A third project conducted by the Fund during the past year has been an experiment on the effect of attaching protocols to the charts of patients presenting symptoms of sore throats, wounds, and elevated blood pressure in the emergency room of King's County Hospital. Preliminary analyses of this project indicate that the application of protocols effected a significant improvement in the level of care provided. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

†PUBLIC SERVICE AWARDS PROGRAM \$80,000

In 1972 the Fund established its Public Service Awards, a program of substantial tax-free cash payments to outstanding career civil servants. The awards are designed to call public attention to the careers and achievements of these people, to raise the morale and thus the effectiveness of the city's employees, and also to encourage talented persons to think of city service as a career. The program was initially funded for three years at \$177,000.

The rules in effect for 1973, the first year of the program's operation, called for awards of \$5,000 plus a citation and a special plaque, to at least six career employees in various categories, including administration, professionalism, human

relations, innovation, and correction of inequities. Eligibility for the awards was limited to employees of city agencies, and excluded employees of the Housing and Transit Authorities, the courts, the Health and Hospitals Corporation, the Board of Education, and the Board of Higher Education.

A selection panel of independent citizens was appointed to receive nominations for the awards from the staff director of the program, and to choose the winners. The original selection panel was headed by Cyrus R. Vance and included Benno C. Schmidt, Frederick O'R. Hayes, Burton B. Roberts, Donna Shalala, and Franklin A. Thomas. The panel made eleven first year awards of \$5,000 each, plus a citation to former Police Commissioner Patrick V. Murphy, who was not eligible for a cash award because he had just left the city service.

The 1973 award winners were James A. Cavanagh, then deputy director of the Bureau of the Budget; city personnel director Harry Bronstein; Morris Tarshis, director of the Bureau of Franchises; Stanley Buchsbaum, then chief of the Appeals Bureau of the city's Law Department; Martha Davis, a senior city planner; Martin Lang, then commissioner of Water Resources; police inspector Michael J. Farrell; fire chief John T. O'Hagan; Walter A. Pavesi, assistant chief of staff of the Sanitation Department; police patrolman Maurice Nixon; and assistant Human Resources administrator Henry J. Rosner.

On the basis of the 1973 experience, several changes were made in the rules. The separate award categories were abolished, and all awards were to be made thereafter on the basis of general excellence. Also, the employees of the Housing and Transit authorities, the courts, and the Health and Hospitals Corporation were made eligible.

The 1974 awards went to nine civil servants in New York City. In two cases, where the awards were made to two-person teams the winners shared the cash.

The 1974 winners were police patrolmen Charles Nixon and John Del Percio, sharing an award; Eugene Bockman, director of the Municipal Reference Library and Research Center; Joseph J. Christian, chairman of the New York City Housing Authority; Dr. Jean Pakter, director of maternity services in the Health Department; Catherine Mantovi and Harold Carlson, a team of Parks Department gardeners who shared an award; Irving Weinberg, superintendent of motor equipment in the Sanitation Department; and Dr. Robert Newman, director of the methadone maintenance program of the Health Department.

In January 1975 the Fund appropriated \$80,000 to cover the cost of six awards and program administration for a third year. A new selection panel including Judge Edward Weinfeld (Chairman), Bertram Beck, Jewell Bellush, Seymour Graubard, C. McKim Norton, and Marta Valle (deceased), chose the 1975 winners. The awards, announced December 3, went to Frank Dell'Aira, director of operations for housing maintenance in the Buildings Department; Robert Esnard, chief of the Bronx Office of the Department of City Planning; Julien D. Jackson, sanitarian in the Office of Radiation Control, Health Department; Madelon Rhodes, deputy director of management in the Housing Authority; Joseph Rocco, computer specialist for the Human Resources Administration; Moses Schweber, chief examiner, Bureau of the Budget; Edith Spivack, assistant corporation counsel; and Genevieve E. Walsh, director of adult institutional services in the Welfare

Department. In addition, there was a citation without cash award to Millie Felder, senior citizens specialist in the Mayor's Office for the Aging, who was not eligible for the full award since she had no civil service career background. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

PRODUCTIVITY COUNCIL \$60,000

In response to a request from the Mayor's Office, the Fund contributed \$60,000 in 1974 toward the cost of establishing the Productivity Council, a labor-management group designed to identify and develop opportunities for improvements in city government productivity. Working through joint labor-management committees in several key city agencies, the Council aimed at improving or maintaining service levels during a period in which cost-cutting has become a necessity.

The Fund's grant supported basic initial costs of Productivity Council staff work, including the identification of issues, the work of the agency labor-management committees, and the preparation of a report presenting findings and recommendations on productivity improvement in the city.

The Council's work was stalled by the fiscal crisis during the spring and summer of 1975, but it hoped to resume active operations in 1976. For further information: Eloise Hirsh, Productivity Council, % Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

URBAN ACADEMY \$50,000

At the request of the Office of the Mayor, the Fund reserved a total of \$50,000 for support of the Urban Academy, which aims to improve the performance of city employees by organizing and conducting practical training courses. The Academy plans to use the combined resources of the city government and the City University of New York.

The Fund will consider proposals for specific training programs against this appropriation as they are submitted by the Academy. The amount committed includes funds for monitoring and evaluating the project. For further information: George McGurn, Urban Academy, 55 West 44 Street, New York, N.Y. 10036.

ANALYSIS OF TRI-STATE REGIONAL PLANNING COMMISSION \$45,624*

The Suburban Action Institute (SAI) works to focus public attention on the interdependency of the city and its surrounding suburbs, and on the ways in which this interdependency often works to the disadvantage of the city. Combining research with litigation, SAI has helped suburban communities to cease discriminatory practices that exclude minorities from housing and jobs—practices that can put heavy strains on the city's ability to provide adequate services to its residents.

SAI is currently focusing its efforts on the Tri-State Regional Planning Commission, the Federally-designated planning body for the New York-New Jersey-Connecticut region that reviews requests for Federal grants from municipalities in the three states. SAI maintains that approval of such requests should be conditioned upon development by the municipalities of adequate equal opportunity programs in housing and employment. SAI proposed to mount a program of analysis, public education, and administrative contact to create greater sensitivity within Tri-State to the equal oppor-

tunity issue in the suburbs, and to change institutional behavior to reflect that heightened sensitivity. A Fund grant of \$45,624 supported this effort. An additional \$2,250 was appropriated for monitoring and evaluation of the grant. For further information: Paul Davidoff, Suburban Action Institute, 257 Park Avenue, New York, N.Y. 10010.

PILOT PROGRAM FOR MULTI-PROBLEM FAMILIES \$21,240*

The Urban Family Center at Henry Street Settlement opened in 1972 as an experimental alternative to welfare hotels for the use of families who had been evicted or otherwise lost their homes. During their stay at the Center, families receive numerous support services to help solve employment, medical, and various kinds of domestic problems, and they also get help in finding permanent housing.

The success of this program prompted the New York City Housing Authority to ask the Center to help organize a pilot program with the Department of Social Services, aimed at multi-problem families who are evicted from public housing because of their seriously disruptive behavior. Studies have indicated that without some kind of intervention such families eventually become burdens to the schools and courts as well as to their neighbors. About fifteen such families are evicted from public housing each month.

The Center has agreed to accept eight families. The program will attempt to determine whether, through the provision of intensive social services and training, the behavior of these families can be sufficiently altered to allow them to return to public housing. The Fund approved a grant of \$21,240 to the Urban Family Center toward the cost of additional personnel to staff the program. An additional appropriation of \$1,500 covers monitoring and evaluation of the program. For further information: Bertram Beck, Urban Family Center, Henry Street Settlement, 265 Henry Street, New York, N.Y. 10002.

DISTRICT ATTORNEY OF MANHATTAN TRANSITION PROJECT \$9,800*

A Fund grant of \$9,800 enabled Manhattan District Attorney-elect Robert Morgenthau to begin work on proposed reforms during the transition period immediately prior to and following his swearing-in. Mr. Morgenthau planned to reorganize the team system in prosecuting felonies, and also to use experienced professionals earlier in the prosecution process, expand the use of diversion programs, and install a special sex crimes unit. An additional \$5,000 was granted to support Mr. Morgenthau's work by the J. M. Kaplan Fund; the Fund for the City of New York managed both its own grant and the Kaplan Fund's. An administrative fee of \$200 was appropriated by the Fund for the City of New York for this purpose. For further information: Robert M. Morgenthau, District Attorney of the County of New York, 155 Leonard Street, New York, N.Y. 10013.

***CITIZENS' INQUIRY ON PAROLE AND CRIMINAL JUSTICE** \$85,000*

In November 1972 a \$35,000 Fund grant enabled the newly-created Citizens' Inquiry on Parole and Criminal Justice to begin work on a comprehensive study of the operation of the parole system in New York State. The Citizens' Inquiry analysis of the parole process and of the themes of correc-

tional policy that dominate it was published by Praeger in early 1975 under the title *Prison Without Walls*. A second Fund grant of \$70,000 supported the completion of the study, its distribution, publicizing, and other follow-up efforts.

This year two Fund grants totaling \$85,000 enabled the Citizens' Inquiry to work toward implementation of the report's recommendations. Key projects include the preparation and distribution of a handbook for parolees; the drafting of model legislation; the preparation of proposals for Federal funding of a parallel study of the probation process; and the pursuit of various strategies designed to reduce administrative discretion in the parole process. An additional \$3,200 covered costs of monitoring and evaluation. For further information: Diana R. Gordon, Citizens' Inquiry on Parole and Criminal Justice, Inc., 84 Fifth Avenue, New York, N.Y. 10011.

†BROOKLYN HOUSE OF
DETENTION PROJECT \$15,000*

For the past three years the Center for Constitutional Rights has represented indigent criminal defendants who have been held pending trial in the Brooklyn House of Detention. The detainees' suit has been based on such issues as physical conditions in the prison, inadequacy of counsel, lengthy pre-trial delays, and discriminatory bail practices.

The House of Detention litigation has succeeded in lower federal courts, but the Project has suffered reversals in the appeal process, generally on technical jurisdictional grounds. Despite these reversals, however, the suit has indirectly brought about many of the remedial measures sought in the complaint, including an increase in the number of criminal parts in the Brooklyn courts and a reduction in case load carried by Legal Aid lawyers.

The Fund supported earlier stages of the litigation with a \$7,500 grant in 1973. The Project attorneys plan to continue the litigation and to develop and distribute in English and Spanish a comprehensive manual for pre-trial detainees that will describe how individual prisoners can protect their rights. This year the Fund made a one-year grant of \$15,000 to the Project in support of these efforts, with an additional \$1,000 for monitoring and evaluation. For further information: Gregory H. Finger, Center for Constitutional Rights, 853 Broadway, New York, N.Y. 10003.

COURT MONITORING PROJECT \$9,000*

The Fund for Modern Courts has initiated a state-wide pilot project using volunteers to monitor the performance of the courts. The project is largely supported by a grant from the Law Enforcement Assistance Administration. A Fund grant of \$9,000 enabled the Project to hire a full-time New York City coordinator. An additional \$1,000 appropriation enabled the Fund staff to provide the Project with technical assistance and to monitor and evaluate the grant. For further information: Fern Schair, The Fund for Modern Courts, Inc., 36 West 44 Street, New York, N.Y. 10036.

†EMPIRE STATE REPORT \$50,000*

The *Empire State Report* is a two-year-old independent journal devoted to informed coverage of the New York State legislature, judiciary, and administrative agencies. It originated at the Fund as the *Albany Report*, and has continued to receive Fund support.

Although many decisions made in Albany have a major and increasingly controlling influence on New York City residents and New York City government, the activities of state government are perhaps more obscure, subject to less public scrutiny, and less well understood than those of either the national or local government. The *Empire State Report* attempts to fill this gap.

The *Empire State Report* has published 12 issues since December 1974. Its major articles have predicted significant political developments and provided in-depth analysis of a wide range of public issues, including the role of political contributions in the nursing home scandal, the impact of the Urban Development Corporation default on the credit of both New York State and New York City, proposals for lobbying reform in Albany, and the business climate in New York State.

The *Empire State Report* received a \$50,000 grant in 1975 with an additional \$3,750 for monitoring and evaluation. For further information: Timothy B. Clark, *Empire State Report*, 1 Columbia Place, Albany, N.Y. 12207.

POLICY ANALYSIS AND PLANNING
UNIT AT THE PUERTO RICAN
INSTITUTE FOR SOCIAL RESEARCH \$24,840*

The Puerto Rican Institute for Social Research is a newly-created organization to aid New York's Puerto Ricans through the development and dissemination of a body of information about this group. The Fund's grant of \$24,840 supported the development of a policy planning and analysis unit to assist Puerto Rican organizations and leaders in the examination of policy issues affecting the Puerto Rican community. The unit will serve as an advocate for the Puerto Rican population in its research and reporting program.

One of the unit's main objectives is to monitor and devise ways to improve the delivery of services from city and other governmental agencies to the Puerto Rican community in New York.

An additional \$1,500 covers the costs of Fund monitoring and evaluation of the grant. For further information: Dr. Oscar Alers, Puerto Rican Institute for Social Research, 41-25 Kissena Boulevard, Flushing, N.Y. 11355.

CONTINGENCY FUND FOR HOUSING
REHABILITATION AND JOB
TRAINING PROJECT \$10,000

At the request of the Housing and Development Administration and the Association of Neighborhood Housing Developers, the Fund contributed \$10,000 to a contingency reserve that will be drawn upon if cost overruns are encountered on a major rehabilitation project being sponsored by HDA and managed by the Association.

The project is scheduled to last a year and will involve the complete rehabilitation by Association member groups of about 14 buildings in various low-income neighborhoods. HDA will provide the municipal loans, and funds from the Federal CETA program and the local Criminal Justice Coordinating Council will be used to hire trainee workers. Those who work on the buildings will live in them when they have been completed. For further information: Robert Schur, Association of Neighborhood Housing Developers, 29 East 22 Street, New York, N.Y. 10010.

HANDYMAN TRAINING

\$2,625

The Housing and Development Administration received a grant of \$2,625 in order to purchase materials for a training program for handymen working in community housing programs. The Board of Education conducted the classes at the request of both HDA and the community housing groups. The Fund's grant expedited the beginning of classes. For further information: Alan Wiener, Community Management Program, Office of Evaluation and Compliance, Housing and Development Administration, 2 Lafayette Street, New York, N.Y. 10007.

†MODERATE REHABILITATION STUDY REPORT FOLLOW-UP

\$6,910*

In 1973 the Fund contributed \$7,965 toward a study of moderate rehabilitation and management of low-income housing. The study, carried out under the direction of Professor Howard Kalodner of the New York University Law School, addressed the technical and financial issues related to large-scale moderate rehabilitation, and produced specific program recommendations. This year the report's sponsor, Southside United Housing Development Fund Corporation (Los Sures), received a grant of \$6,910 to publicize the report's major recommendations and to increase public awareness of successful moderate rehabilitation projects carried out by community-based, non-profit housing organizations. An additional \$600 was appropriated for monitoring and evaluation of the grant. For further information: James T. Harris, Los Sures, 225 South Second Street, Brooklyn, N.Y. 11211.

NEW YORK SCIENTISTS' COMMITTEE FOR PUBLIC INFORMATION

\$15,000*

Formed in 1958 to bring scientists, engineers, and physicians affiliated with New York City's universities and hospitals into the controversial issues relating to nuclear power generation, the Scientists' Committee for Public Information (SCPI) continues to serve as a gathering point for professional expertise on New York City environmental problems. Like other Fund grantees working in the area of environmental advocacy, SCPI works to improve the performance of city agencies in such areas as air and noise pollution abatement and solid waste management. SCPI enjoys a cooperative working relationship with various government agencies; working through subject-oriented committees composed of professionals and environmentalists, SCPI coordinates research and analysis on various issues, often at the request of city officials. SCPI has taken a leading role in the development of a 20-year plan for water-treatment management in the New York area; its recommendations have led to consideration of new cost-saving technologies for future sewage treatment plants and to increased emphasis on citizen participation in the planning process. SCPI has also worked closely with the city's Economic Development Administration to explore potential new industries relating to waste recovery and disposal.

In October 1974 the Fund granted \$15,000 in general support of SCPI's efforts, with an additional \$1,500 for monitoring and evaluation of the grant. For further information: Carolyn S. Konheim, New York Scientists' Committee for Public Information, 49 East 53 Street, New York, N.Y. 10022.

CITIZENS FOR CLEAN AIR

\$20,000*

The Fund has supported various Citizens for Clean Air projects since 1972, when CCA shared a \$5,000 grant with the

New York City Environmental Protection Administration to inform the public of ways they could assist in reducing auto pollution.

Since 1973 CCA has focused increasingly on monitoring the activities of government agencies. In 1973 the organization received a \$25,000 Fund grant to participate in the Public Service Commission hearings on energy conservation, and in 1974 a Fund grant of \$20,000 to CCA supported the initial stages of a long-term program to reduce energy consumption in existing high-rise apartment houses.

In 1975 the Fund approved a grant of \$20,000 for general support of CCA activities, with special emphasis on its program to monitor the implementation of the Transportation Control Plan. This Plan consists of a series of strategies designed to bring New York City into compliance with federal air quality standards for carbon monoxide pollution by the end of 1975 and is a major focus of environmental advocacy by other Fund grantees. CCA provides government agencies, citizen groups, and the press with technical and policy expertise on a number of environmental issues. An additional appropriation of \$1,800 supported monitoring and evaluation of the grant. For further information: Brian Ketcham, Citizens for Clean Air, Inc., 25 Broad Street, New York, N.Y. 10004.

†NEW YORK CITY CLEAN AIR CAMPAIGN \$25,000*

The Clean Air Campaign was originally organized to reduce soot pollution on New York City's Upper West Side by monitoring compliance with local laws requiring the upgrading of boilers. The project also sought to promote training of building superintendents in proper boiler maintenance. In general, it aimed to use volunteers to investigate buildings and to file complaints, where appropriate. The project was originally developed under Fund auspices and with Fund support.

In 1973 the organization expanded its area of operation to include the entire city and changed its focus of attention from stationary pollution sources to the automobile. Current CAC projects include arguing for the adoption of environmentally sound limitations on auto traffic in Manhattan and for formulation of stricter regulations on indirect sources of pollution such as parking lots and shopping centers.

A \$25,000 Fund grant supported CAC efforts in monitoring government agencies. CAC activities concentrate on the Transportation Control Plan — a Federally-mandated plan to bring New York City into compliance with Federal air quality standards. The Clean Air Campaign's particular focus is on those aspects of the Plan relating to controls on indirect sources of carbon monoxide pollution and on citizen participation in the implementation of Plan strategies. An additional \$1,200 was appropriated for monitoring and evaluation of the grant. For further information: Marc Benstock, New York City Clean Air Campaign, Inc., 11 West 42 Street, New York, N.Y. 10036.

GOVERNMENT PERFORMANCE

MONITORING AND MEASUREMENT

\$10,000

To expand its work in the area of improving government productivity, the Fund appropriated \$10,000 toward the development of proposals for performance measurement projects in such areas as child welfare and parks maintenance. The grant also supported Fund staff assistance to The Fund

for Modern Courts in developing an effective court-monitoring system. In addition, the grant enabled an exploration of possible accountability projects for the public schools. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

†BETTER BUDGETING FOR
HUMAN RESOURCES

\$10,000*

For the past several years the Conservation of Human Resources Project at Columbia University has conducted a project designed to analyze the financial reporting systems used by the city's health, welfare, and education agencies in order to develop means to assess the relative costs and performance levels of programs and agencies. The Fund supported the project in 1973 with a \$25,000 grant; a \$10,000 grant this year sought to apply the project's general findings to an analysis of specific programs. This grant will support analyses of income maintenance centers and development of performance indicators for the Human Resources Administration, requested by the city government. An additional \$1,000 was appropriated for Fund monitoring and evaluation of the grant. For further information: Eli Ginzberg, Conservation of Human Resources Project, Columbia University, New York, N.Y. 10027.

TREE MONITORING PILOT PROJECT

\$7,327

The Magnolia Tree Earth Center of Bedford Stuyvesant received a \$7,327 grant to create and test a monitoring system that could be used by the New York City Parks Department in caring for the city's trees. The Earth Center completed a block-by-block survey of the street trees in Bedford Stuyvesant with the help of high school and college students and was able to develop an approach to monitoring tree health that could be used by other community groups. The Center is attempting to gain the cooperation of the Parks Department in using this information to provide a more systematic tree-care program. For further information: Joan Edwards, Magnolia Tree Earth Center of Bedford Stuyvesant, Inc., 1512 Fulton Street, Brooklyn, N.Y. 11216.

1974 NEW YORK POPULATION SURVEY

\$11,235*

The National Current Population Survey is a monthly survey conducted by the U.S. Census Bureau of 50,000 households across the country (2,100 households in New York City). It includes information on the age, migration, family size, birth rates, shifts in racial and ethnic composition, income, occupation, and education of the national population. The New School for Social Research extracted and expanded data on New York City from this survey to produce the 1973 New York City Current Population Survey, which provided a description of local population trends since 1969-1970.

The New York City Current Population Survey is a potentially useful source of information for program planners in such city agencies as the Housing and Development Administration, the Manpower Planning Council, and the City Planning Commission, and is a helpful supplement to the decennial census, which is quickly out-of-date.

The New School received a grant of \$11,235 to prepare a similar analysis of the 1974 data. An additional \$450 was appropriated to monitor and evaluate the project. For further information: Dean Henry Cohen, Center for New York City Affairs, New School for Social Research, 66 Fifth Avenue, New York, N.Y. 10011.

1971 ANNUAL REPORT OF THE
CITY OF NEW YORK

\$5,000

At the request of the Mayor, the Fund contributed \$5,000 toward the cost of publishing the Annual Report of the City of New York. For the previous four years the report had been replaced by the Mayor's Budget Message; Mayor Beame hoped to revive the earlier tradition of a formal report on the city. For further information: The Hon. Abraham D. Beame, Mayor of the City of New York, City Hall, New York, N.Y. 10007.

†STREET LIFE PROJECT

\$10,000*

The Street Life Project began in 1970 to produce film studies of pedestrian and traffic flow on the city's streets and sidewalks, and of the use of open spaces, particularly plazas. Supported in part by a 1973 Fund grant, the project has aimed to influence city policies and its zoning ordinances relating to the use of open space—all in an effort to improve the quality and number of public open spaces and to make them more congenial to human activity.

The Fund appropriated \$10,000 to enable the Project to conclude its studies, with an additional \$750 to monitor and evaluate the grant. The National Recreation and Park Association served as fiscal agent for the grant. For further information: William H. Whyte, Street Life Project, 30 Rockefeller Plaza, New York, N.Y. 10020.

STAFF SUPPORT TO THE

HUMAN SERVICES TASK FORCE

\$3,000

The Fund joined several other New York foundations in helping to defray the cost of consultant services for Governor Carey's Task Force on Human Services. A Fund grant of \$3,000 helped to support the development of detailed recommendations in such areas as the social services system, Medicaid, income maintenance, juvenile delinquency, drug abuse, and day care services. The State Communities Aid Association served as fiscal agent for the grant. For further information: Bertram M. Beck, Co-Chairperson, Governor's Task Force on Human Services, 265 Henry Street, New York, N.Y. 10002.

†REPRINTING OF THE TRANSITION PAPERS

\$6,000

In 1974 the Fund prepared and published a series of fact books on important city agencies in an effort to ease the transition between the Lindsay and Beame administrations. The books were distributed to newly-elected and appointed officials as well as to private organizations interested in the operation of New York City's government. In response to continuing requests for copies of these books, the Fund appropriated \$6,000 to reprint those in short supply. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

TOWARD A HUMANE AND WORKABLE CITY

†TAKING STEP THREE IN JAMAICA

\$49,000*

Since 1970 the Fund has committed \$266,000 toward the development of Jamaica, Queens, as an important regional sub-center. The Jamaica project is attempting to implement a planning policy which evolved in the early 1960's—that Manhattan should not be the sole center of commercial and artistic activity in the New York metropolitan region and that the development of smaller magnets for commercial and cultural life, each with its own character, should be fostered.

Through the efforts of the Regional Plan Association, the Greater Jamaica Development Corporation and the Mayor's Office of Jamaica Planning and Development, substantial progress has been made in rehabilitating Jamaica by securing both private and public development financing and by attracting major city institutions, such as York College and the Queens Hospital Center, to the area. The old City Registry Building has been turned into an active community arts center with funding from the National Endowment for the Arts, the New York State Council on the Arts, the Rockefeller Brothers Fund, and the New York Community Trust.

This year Fund grants totaling \$49,000 sought to bring about completion of negotiations for Federal designation of Jamaica as a New Town-in Town, which would make it eligible for extensive Federal funding. An additional \$2,500 was appropriated to monitor and evaluate this stage of the grant and to provide technical assistance to the project staff. Regional Plan Association served as fiscal agent for a portion of the grant. For further information: F. Carlisle Towery, Greater Jamaica Development Corporation, 161-10 Jamaica Avenue, Queens, N.Y. 11433.

†COMMUNITY-BASED HOUSING IN NEW YORK

\$45,200

For several years the Fund has contributed to programs aimed at the repair, moderate rehabilitation, maintenance, and, in some cases, conversion to cooperative ownership of existing housing stock in some of New York's lower-income neighborhoods. The Fund's efforts in this area have supported the development of community-based groups to help spearhead work on buildings in their own neighborhoods. By late 1974 there were approximately thirty such community organizations working in sections of Brooklyn, Manhattan, and the Bronx. At that time a number of the groups formed the Association of Neighborhood Housing Developers, with help from a small initial grant from the Fund, to gain greater government support for community-based housing rehabilitation.

Subsequent grants totalling \$45,200 enabled the Fund to provide more intensive technical assistance to the Association, its members, and to the city government at a critical stage in the development of the community housing movement. The assistance was provided initially by a member of the Fund's staff, who eventually moved to the Association itself. For information: Judy Flynn, Association of Neighborhood Housing Developers, 29 East 22 Street, New York, N.Y. 10010.

†PRATT INSTITUTE CENTER FOR COMMUNITY AND ENVIRONMENTAL DEVELOPMENT

\$20,000*

The Pratt Institute Center for Community and Environmental Development is a 12-year-old offshoot of Brooklyn's Pratt Institute; the Center provides technical assistance in the form of architectural planning and design services to a broad range of community groups in Brooklyn and other parts of the city. The Center concentrates on projects that promote neighborhood stabilization, using Pratt Institute students as well as Center staff.

The Center also works with government agencies and officials in attempting to effect policy changes which it proposes on the basis of its work with neighborhood organizations. It has succeeded in influencing city policy on relocation, low-rise housing, zoning, and infill housing.

Pratt Center has received Fund support since 1973. A

\$20,000 Fund grant this year helped the Center to supplement government activities in neighborhood development, including efforts to influence the use of Federal Housing and Community Development Act monies by the city. An additional appropriation of \$1,800 was made to cover the costs of monitoring and evaluating the grant. For further information: Ron Schiffman, Pratt Institute Center for Community and Environmental Development, 240 Hall Street, Brooklyn, N.Y. 11205.

†SOUTHSIDE UNITED HOUSING DEVELOPMENT FUND CORPORATION (LOS SURES)

\$20,000*

For the past four years the Fund has supported the movement in New York to improve existing housing and to preserve neighborhoods through the activities of community-based organizations that are backed by government. One of the first such groups was Southside United Housing Development Fund Corporation (Los Sures), which attempts to preserve existing housing by managing and coordinating the moderate rehabilitation of receivership buildings located in the Williamsburg section of Brooklyn. Plans are underway to convert three of these buildings to tenant ownership.

Los Sures has been a Fund grantee since 1972, when it became one of the Fund's "selected institutions." Since then Los Sures has expanded its operation and become a leader among other community housing groups in promoting the concept of community-managed housing and moderate rehabilitation, and also in attempting to influence government policy in this area.

The Fund's grant of \$20,000 this year was designed to help Los Sures continue its operations pending the final negotiation of government funding for the administration of its program and others like it. An additional \$1,800 was appropriated for monitoring and evaluation. For further information: James T. Harris, Los Sures, 255 South Second Street, Brooklyn, N.Y. 11211.

†STAFF SUPPORT FOR THE GATEWAY CITIZENS COMMITTEE

\$3,000

Since 1972 the Fund has supported the efforts of the Gateway Citizens Committee to promote the establishment of the Gateway National Recreation Area, a national park composed of the seashore areas at the mouth of New York harbor, and to provide technical and other advisory services to the various agencies involved in the planning and development of the area.

This year the Fund joined with several other foundations in providing funds for the Committee staff to assist the National Park Service, which recently assumed responsibility for the development and management of the Recreation Area. A \$3,000 Fund grant supports this phase of the Committee's work. The Regional Plan Association served as fiscal agent for the grant. For information: Sheldon Pollack, Gateway Citizens Committee, 235 East 45 Street, New York, N.Y. 10017.

WEST SIDE HIGHWAY MEDIATION PROJECT AND EVALUATION

\$12,002*

In response to extended conflict among various agencies and organizations over alternative proposals for the reconstruction of Manhattan's West Side Highway, the Regional Plan Association proposed to develop a compromise solution using techniques of mediation.

RPA convened 21 interested and involved community organizations to attempt to achieve a compromise among Federal, state, and city interests and the interests of the communities directly affected by the highway. A Fund grant of \$12,002 helped cover the cost of a professional arbitrator and RPA staff time; it also enabled RPA to document and evaluate this approach to decision-making in the area of physical design and to determine if the process could be applied to other major city-wide issues on which there are seemingly irreconcilable conflicts. An additional \$450 was appropriated for Fund monitoring and evaluation of the project. For further information: Richard T. Anderson, Regional Plan Association, 235 East 45 Street, New York, N.Y. 10017.

***NEIGHBORHOOD SECURITY PROJECT \$10,000**

A \$10,000 grant supported the development of a project plan and proposal for the Neighborhood Security Project, designed to aid and stimulate community efforts in crime prevention. The proposed project grew out of a program of research and grantmaking in the area of robbery and street crime carried out by the Fund over the last three years. The proposal calls for the provision of technical assistance and training to groups in several neighborhoods of different social and economic make-up in order to maximize community use of existing city programs. These programs include block-watchers, tenant and block patrols, escort services, and the Police Department-administered Block Security Program, which makes grants to community groups in support of local crime prevention initiatives. The Project also aims to encourage and help develop local innovations in crime control and to monitor the stability and responsibility of neighborhood crime prevention groups.

The success of the program in reducing crime would be measured by comparing project neighborhoods with demographically similar neighborhoods which have not received assistance. Funding is being sought for the project from government sources. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

SEVEN LOAVES COMMUNITY ARTS COALITION \$10,000

Seven Loaves is a coalition of community arts groups on the Lower East Side formed in late 1972 to test a consortium approach to fundraising and administrative assistance in the community arts field. The groups receive program development and fundraising help from a common administrative unit. As part of the Fund's Selected Institutions program, Seven Loaves received financial and technical assistance from the Fund in 1973 and 1974. The coalition has succeeded in attracting greater funding for its members from both private and public sources.

Seven Loaves received a \$10,000 Fund grant toward general support of its centralized program development and fundraising efforts. The Cultural Council Foundation served as fiscal agent. The Fund appropriated an additional \$750 to monitor and evaluate the grant. For further information: Carolyn Curran, Seven Loaves, 177 East Third Street, New York, N.Y. 10009.

***TRANSPORTATION ALTERNATIVES \$2,602**

Transportation Alternatives is a city-wide group devoted to the promotion of bicycles as an alternative form of urban transportation. The organization attempts to carry out vari-

ous activities that will encourage the use of available Federal and state funds for bikeways. It also urges the adoption of a bikeway network as part of New York's Air Quality Implementation Plan, which is designed to bring New York City into compliance with Federal air quality standards.

The Fund had made an earlier grant in support of Transportation Alternatives' efforts, and a \$2,602 grant this year helped the group meet immediate expenses pending the development of longer-term funding. The Institute for Public Transportation served as fiscal agent for the grant. For further information: Rivvy Berkman, Transportation Alternatives, 211 East 43 Street, New York, N.Y. 10017.

START-UP STAFF COSTS FOR WOMEN UNITED FOR NEW YORK \$2,000

Women United for New York was formed in June 1975 to mobilize the resources and perspectives of women to help solve New York City problems. WUNY's founding organizations are The Coalition of 100 Black Women, the New York City chapter of the National Conference of Puerto Rican Women, and The Women's Forum, Inc.; representatives of the city's major women's organizations have attended its initial meetings. The Fund contributed \$2,000 toward the initial salaries and expenses of WUNY's staff. The New York City Mission Society served as fiscal agent for the grant. For further information: Betty Unger, Women United for New York, 1 Times Square, New York, N.Y. 10036.

START-UP STAFF COSTS FOR THE FOREST HILLS COMMUNITY HOUSE \$4,000

As part of an effort to defuse tensions over the controversial Forest Hills public housing development and over a court-ordered desegregation plan affecting Forest Hills High School, fifty organizations joined together to establish the Forest Hills Community House. The Community House plans to provide a variety of programs for the residents of the housing project and the surrounding area.

The Fund contributed \$4,000 toward the director's salary during the start-up phase of the project. United Neighborhood Houses served as fiscal agent for the grant. For further information: James F. Drinane, Forest Hills Community House, 108-25 62 Drive, Forest Hills, N.Y. 11375.

HUNGER NEW YORK \$1,994

An appropriation of \$1,994 enabled a Fund staff member to spend two days a week over a period of two months working with a new "coalition against hunger." The organization aims to increase the participation of New York residents in various Federal food assistance programs such as food stamps, school lunch and breakfast programs, congregate meals for the elderly, and day care and summer feeding programs for children. Hunger New York will conduct research on underutilization of food programs, provide technical assistance to groups wishing to take advantage of food assistance programs, and conduct public information campaigns. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

CONSUMER CREDIT COUNSELING SERVICE \$10,000

Consumer Credit Counseling Service (CCCS) provides financial advice and assistance to people who find themselves

financially overextended and in debt. CCCS intercedes with its clients' creditors, arranges adjusted payment schedules that clients can realistically meet, and provides individual counseling on family budgeting; CCCS is usually able to eliminate garnishments and creditor pressures. CCCS does not lend money to clients, but acts as an advocate and advisor in its clients' dealings with creditors.

A Fund grant of \$10,000 supported an experimental program designed to enable CCCS to expand its services without further foundation support. CCCS will attempt to increase its counselling staff by recruiting retiree-volunteers or pre-retirees and other personnel on release time arrangements from banks and retail organizations. For further information: Arthur S. Joice, Consumer Credit Counseling Service of Greater New York, 919 Third Avenue, New York, N.Y. 10022.

PACT \$10,000*

PACT (Provide Addict Care Today) was created in 1972 by business and labor groups to find jobs for ex-addicts. PACT takes referrals from various programs, including drug-free treatment centers and methadone clinics. In addition to providing screening and placement services, PACT offers technical assistance to companies with drug abuse problems among employees. The Fund's grant of \$10,000 in support of the program is to be matched from corporate sources. An additional \$450 was appropriated for Fund monitoring and evaluation of the grant. For information: H. Daniel Carpenter, PACT, 415 Madison Avenue, New York, N.Y. 10017.

PRELIMINARY INQUIRIES

NURSING HOME PROJECT \$10,000

In response to a request from the New York State Moreland Act Commission on Nursing Homes and Residential Facilities, Fund staff members developed a format for investigating the quality of care in nursing homes, modeled on techniques previously applied by the Fund's Health Project to outpatient treatment for hypertension, diabetes, and other common ailments treated in outpatient settings. The development of such a protocol is necessary to meet the requirements of recent Federal legislation which mandates on-site periodic medical review of the quality of nursing home care. An expected contract from the New York State Department of Health should allow testing of this method in several nursing homes, and it is expected that the state will support a wider application of the project over the next year. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

POTENTIAL PRODUCTIVITY IMPROVEMENTS THROUGH TECHNOLOGY APPLICATION \$10,000

A grant of \$10,000 enabled the Fund to conduct a search for specific city problems where the application of available technologies could produce increases in service quality at reduced cost. This inquiry resulted in a further Fund grant in partial support of an independent, not-for-profit corporation to serve as an intermediary in bringing technology to bear on specific city problems. For information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

FOCUSING ON THE AGING \$10,000

As part of an inquiry undertaken by the Fund staff in 1975

into potential areas for focusing the Fund's resources, a \$10,000 appropriation supported an investigation of the problems of New York City's rapidly increasing population of elderly persons. To date, this inquiry has resulted in one grant from the Fund, for \$25,000, to the Friends and Relatives of the Institutionalized Aged, Inc., for a project which would organize such friends and relatives to monitor and to press for improvements in the quality of care provided by institutions caring for the aged. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

JUVENILE VIOLENCE \$10,000

As part of an inquiry into possible areas for focusing Fund grantmaking, a \$10,000 grant supported an investigation of the problem of homicides, rapes, and robberies committed by juveniles. The increase in juvenile arrests for violent crimes, the publicity and climate of fear it has created, and the frustration generated by a sense that current public policies, institutions and programs seem incapable of dealing with the problem made this area appropriate for Fund concern.

The Fund's most significant finding in the area is that a very small number of juveniles commit violent crimes (fewer than one hundred juveniles per year, for instance, are charged with homicides). The inquiry has led to at least one potential project for the Fund: the development of an experimental rehabilitation program for violent juvenile offenders using the concepts and techniques of the Outward Bound schools, which emphasize character development through physical challenge. Other projects are under consideration. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

COMMUNITY MENTAL HEALTH BOARDS \$7,500

The Fund appropriated a total of \$7,500 to explore ways in which the Fund might help improve the functioning of community mental health boards in New York City, and in particular how consumers on those boards might play a more effective role in monitoring mental health programs and facilities. A study supported by the grant concluded that while the Fund should continue to interest itself in the area, it should not become involved in any specific projects until city-state relationships in the area of planning and budgeting become clearer. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

NEW YORK CITY'S FISCAL CRISIS \$10,000

As a result of discussion among Fund Board members at their October 1974 meeting, the Fund committed \$10,000 to an exploration of the feasibility and usefulness of a Fund study of New York City's fiscal plight. The inquiry produced two proposals, one for a study of the short-term situation and a second for a study emphasizing the long-term implications of the problem. In view, however, of the fast-changing nature of the crisis and the increasing involvement of various public and private study groups, the Board decided not to pursue either study. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

CONVERSION OF CITY-OWNED BUILDINGS TO COMMUNITY USE \$10,000

The Fund appropriated \$10,000 to conduct an inquiry into the potential costs and benefits of the conversion of city-

owned buildings for use by community groups and agencies. The inquiry was undertaken in cooperation with the Ford Foundation and a group of Lower East Side agencies. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

CITY COUNCIL REPORTING PROJECT \$3,000

The Center for Policy through Participation at Hunter College received \$3,000 to explore the feasibility of a project that would monitor and provide regular reports on the activities of the New York City Council, and possibly the Board of Estimate. Among the major goals of the proposed project are greater public awareness of City Council activities, promotion of scholarly attention on the Council as an important policy-making body, and improvement of the Council's self-image by highlighting its potential for creative decision-making. For further information: Dean Blanche Blank, Division of Social Sciences, Hunter College, 695 Park Avenue, New York, N.Y. 10021.

OTHER

†NEW YORK AFFAIRS \$10,000

New York Affairs magazine was founded in 1972 to meet the need for a serious journal dealing in some depth and sophistication with New York City issues, on the model of *The Public Interest*. The Fund has supported this new venture with two \$10,000 grants toward promotional efforts designed to increase circulation.

This year the Fund made a grant of \$10,000 in support of a major fundraising drive that seeks to make the magazine self-sufficient. For further information: L. D. Solomon, *New York Affairs*, 25 West 45 Street, New York, N.Y. 10036.

STATUS REPORT ON NEW YORK CITY'S ENVIRONMENT \$10,000

Early in 1975, key representatives of the environmental movement in New York City met with members of the Fund's staff to discuss the funding problems shared by environmental groups in the city. A major concern expressed at that meeting was the reluctance of foundations to make general support grants to organizations in the environmental field; while "project" grants are not as difficult to obtain, it is hard to convince funding sources that they should bear the general administrative costs of organizations, no matter how meritorious they might be.

In an attempt to try to define the environmental status of the city, and thus to make clear the importance of groups working in this field, the Fund agreed to finance the research for a detailed position paper on the city's environment, including a critique of progress toward goals; the ways the city, state and federal governments are dealing with the situation; the work of the environmental groups in New York City; and the financial outlook for those groups. Environmental organizations will use this report to inform the public and to make the case to various funding sources for their own support.

A grant of \$10,000 was awarded to the New York Scientists' Committee for Public Information to carry out the project on behalf of all the groups. For further information: Carolyn S. Konheim, New York Scientists' Committee for Public Information, 49 East 53 Street, New York, N.Y. 10022.

EAST SIDE INTERNATIONAL COMMUNITY CENTER \$10,000

The East Side International Community Center provides day care, language instruction, and general cultural orientation services to New York's diplomatic community. The Center's programs aim to alleviate many of the feelings of loneliness, frustration, and bewilderment experienced by the families of foreign service officials and members of the United Nations.

A \$25,000 Fund grant in 1972 enabled the Center to renovate a vacant public school building to house its programs for children and adults as well as the offices of the New York City Commission for the United Nations. This year the Center received a \$10,000 general support grant. For further information: Mrs. John L. Loeb, East Side International Community Center, Inc., 931 First Avenue, New York, N.Y. 10022.

†MONITORING AND EVALUATION OF FUND GRANTS \$10,000

As part of its intensified monitoring and evaluation program, the Fund appropriated \$10,000 to cover costs associated with a number of grants which did not receive individual appropriations for monitoring and evaluation at the time of the original grant. These grants included the Child Welfare Information Service, the Urban Family Center, the Morris Heights Neighborhood Improvement Association, the West Harlem Community Organization, the New York City Clean Air Campaign, the *Empire State Report*, the Gateway Citizens Committee, Community News Service, *New York Affairs*, and Village Neighborhood Television. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

CONTRIBUTION TO THE FOUNDATION CENTER \$500

The Foundation Center gathers, analyzes, and disseminates information on foundations, and maintains libraries in New York and Washington, D.C., which are open to the public. The Center provides valuable information to foundations and prospective grantees alike; the Center received a Fund contribution of \$500 toward its activities. For further information: Thomas R. Buckman, The Foundation Center, 888 Seventh Avenue, New York, N.Y. 10019.

LOANS

BLACK THEATER ALLIANCE \$10,000

The Black Theater Alliance received an emergency loan of \$10,000 pending receipt of state and Federal grants to meet expenses for producing a five-week Black Theater Festival, held in November and December 1974.

CITIZENS' INQUIRY ON PAROLE AND CRIMINAL JUSTICE \$3,000

The Citizens' Inquiry on Parole and Criminal Justice received a loan of \$3,000 to cover costs associated with the distribution of *About Parole in New York State*, a handbook for prisoners and parolees produced by the Citizens' Inquiry in conjunction with a major study of the New York State parole system. It was expected that the loan would be repaid with receipts from sales of the handbook.

COMMUNITY

NEWS SERVICE

\$3,000

Community News Service received a loan of \$3,000 toward the cost of providing minority news coverage pending receipt of an expected grant from the Ford Foundation.

THE URBAN CORPS

\$2,500

The Urban Corps received a loan of \$2,500 toward its Student Advance Fund, which advances money to college interns placed in municipal jobs by the Urban Corps when the interns' salaries are delayed in processing.

1973-1974

TOWARD THE EFFECTIVENESS AND RESPONSIVENESS OF GOVERNMENT

†MUNICIPAL PRODUCTIVITY AND ACCOUNTABILITY PROJECTS I

\$31,650

Over the past several years, the Fund has devoted a good deal of attention to the general question of city government productivity—the improvement of the effectiveness and efficiency of city services. The major focus of Fund activity in this area has been the design, testing, and application of comparative performance measures to monitor and evaluate various municipal services.

The Fund's first and largest program developing and using performance measures has been Project Scorecard, the continuous and routine rating of the cleanliness of the city's streets, carried out in cooperation with the New York City Department of Sanitation, the Urban and Policy Sciences Program at the State University of New York at Stony Brook, and the Wildcat Service Corporation.

During the year the Fund also began work on a second project to monitor the quality of out-patient health care, and began discussing with the Parks Department the possibility of extending Project Scorecard techniques to the parks maintenance field. The Fund appropriated \$31,650 to carry on these programs for the six months ending June 30, 1974.

†MUNICIPAL PRODUCTIVITY AND ACCOUNTABILITY PROJECTS II

\$145,590

By May of 1974, Project Scorecard had been expanded from a pilot to an ongoing, city-wide monitoring program with the aid of a \$55,055 city appropriation and \$50,000 from the National Science Foundation through the Urban and Policy Sciences Program at the State University of New York at Stony Brook. The Fund appropriated an additional \$86,484 to help finance the program through September 1974.

The Health Care Quality Project had by May 1974 completed a pilot project assessing the quality of care provided to hypertensive patients in the out-patient clinic of a major teaching hospital and had described a method to measure treatment on a disease-specific basis. Although out-patient clinics and the emergency rooms attached to them are the source of primary health care for most New Yorkers, this is the first attempt to monitor the quality of the services they deliver. Because of the promising development of this project, the Fund appropriated \$45,004 to support the project through September 1974.

Finally, the Fund approved the expenditure of an additional \$14,102 to explore other public service areas for which performance-measurement methods might be developed.

†MUNICIPAL PRODUCTIVITY AND ACCOUNTABILITY PROJECTS III

\$135,000

Project Scorecard. An analysis of eleven months of Scorecard ratings of streets covered by the Sanitation Department's Intensive Cleaning Program indicated that the Program had been highly effective in making those streets and sidewalks cleaner, and the Sanitation Department gave Scorecard major credit for that success. The city administration supported Scorecard, and negotiations for funding from the city budget were underway. The Fund committed \$96,000 to support the project during these negotiations.

The Health Care Quality Project. This project continued to develop and experiment with monitoring disease-specific out-patient care, and began to develop protocols for diabetes as well as hypertension. The Fund committed \$39,000 to sustain the Project while negotiations for supplementary funding were underway.

For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

ADMINISTRATIVE SUPPORT FOR A NEW APPROACH TO CHILD WELFARE

\$25,000*

The Lower East Side Family Union (LESFU) is an experimental community-based child and family welfare agency that aims to change the system of child care by moving away from its present emphasis on foster care toward the maintenance of children in their own homes and communities, and to encourage a similar shift in government funding priorities. Developed under the leadership of Bertram Beck of the Henry Street Settlement and Trude Lash of the Foundation for Child Development, the Family Union was conceived as an agency whose consumers would control the policy and planning of the services they receive.

LESFU's staff is organized into teams that focus on particular neighborhoods in Manhattan's Lower East Side to identify family situations where there is some indication that the children may ultimately be removed. These families are located through a process of door-to-door interviews as well as through schools, hospitals, police, the courts, and churches. The teams are beginning to provide services which promise to reduce the incidence of foster care placement among those families.

LESFU has attracted substantial grants from foundations and plans to approach relevant city and state agencies for support. The Fund approved a grant of \$25,000 to pay the salary of an associate director for one year, with an additional \$1,930 for consultative assistance and monitoring and evaluation of the grant. For further information: Kenneth Schuman, Lower East Side Family Union, 91 Canal Street, New York, N.Y. 10002.

LITIGATION PROJECT ON SENTENCING AND PAROLE

\$15,000*

The New York Civil Liberties Union has begun a litigation

†Project funded in a previous or subsequent year

*Additional amount appropriated for Fund monitoring, evaluation, or administration of grant

project designed to challenge the constitutionality of the parole system as it currently operates in New York State and elsewhere. A program of lawsuits is planned that will question the basis of release decisions—the presumed ability to predict whether a potential parolee will or will not be able to assume a constructive role in society. The NYCLU project draws upon the research of the Fund-supported Citizens' Inquiry on Parole and Criminal Justice, which concluded that most parole decisions are arbitrary and that many aspects of the parole system deprive prisoners and parolees of their constitutional rights. The Fund contributed \$15,000 to the project; an additional appropriation of \$600 was made to monitor and evaluate the grant. For further information: David Rudenstine, New York Civil Liberties Union, 81 Fifth Avenue, New York, N.Y. 10011.

†CITIZENS' INQUIRY ON PAROLE
AND CRIMINAL JUSTICE

\$70,000

In 1972 the Citizens' Inquiry on Parole and Criminal Justice began a study of the parole system as it operates in New York State. At that time the Fund granted \$35,000 to help finance the effort, which was one of the most comprehensive in the history of the state's penal system. With the study virtually finished in October 1973, the group required additional funds to publish the report, carry out an educational program based upon it, and pursue key recommendations made in it. The Fund granted \$70,000 of the \$139,000 budgeted for those purposes, with the balance to be raised from other sources. The completed report, published by Praeger early in 1975, is considered an excellent, thorough analysis of the parole process and of contemporary themes of correction policy. For further information: Diana Gordon, Citizens' Inquiry on Parole and Criminal Justice, Inc., 84 Fifth Avenue, New York, N.Y. 10011.

†BROOKLYN HOUSE OF
DETENTION LAW SUIT

\$7,500

In July 1972, seven indigent inmates of the Brooklyn House of Detention—none of them convicted, but all of them awaiting trial—brought suit in the U. S. District Court for the Eastern District of New York, charging that the operation of the Brooklyn criminal court system violates their constitutional rights and discriminates against indigent defendants. The plaintiffs claim failure to provide adequate counsel, unreasonable denial of bail, denial of their constitutional right to a speedy trial, denial of their right to jury trial because of pressure to plead guilty, and denial of reasonable access to the courts on their own motion.

The Fund granted \$7,500 to the Center for Constitutional Rights, which is carrying on the litigation, to help pay the legal expenses of the case. For further information: Gregory H. Finger, Center for Constitutional Rights, 853 Broadway, New York, N.Y. 10003.

MAYOR'S COMMITTEE ON
CULTURAL POLICY

\$12,000

At the start of the Beame administration, representatives of a number of foundations, including the Fund, met with Edwin Weisl, newly-appointed Administrator of Parks, Recreation, and Cultural Affairs, to discuss the need for a clear cultural policy within the city government and for a suitable organizational structure to implement it. Mayor Beame's administra-

tion ultimately proposed a foundation-funded study, of short duration, that would make recommendations in the field. A committee consisting of a number of foundation representatives and leaders of cultural organizations in the city was formed to undertake the study. It was named the Mayor's Committee on Cultural Policy. Martin E. Segal was elected Chairman. The Fund, one of whose staff was a member of the Committee, made a contribution of \$12,000 toward a maximum budget of \$93,000. The Committee's report, issued in October 1974, proposed the creation of a Cultural Affairs administration independent of the Parks Administration. Mayor Beame has said he plans to carry out the report's recommendations. For further information: Martin E. Segal, Commission for Cultural Affairs of the City of New York, 730 Fifth Avenue, New York, N.Y. 10019.

CHILD WELFARE INFORMATION SERVICES
"IN-PROCESS MODULE"

\$12,000

Child Welfare Services, Inc. (CWIS) is an independent non-profit service bureau set up in 1972 by a combination of public and private agencies to provide a management-information system for the many public and private groups in the child welfare field. CWIS is designed to provide better and more regular information on what happens to children from the time they enter the child welfare system and are subsequently "placed," and on the gaps between the needs of the children and the services available in the agencies in which they are placed.

The Fund made a grant of \$12,000 to help CWIS defray the cost of one part of its information system, the "in-process module," which is designed to collect data on the process by which some 16,000 children enter the New York City child welfare pipeline each year, including the application, intake, and referral stages. For further information: Robert C. Gundersen, Child Welfare Information Services, Inc., 200 Madison Avenue, New York, N.Y. 10016.

FEDERATION OF PROTESTANT
WELFARE AGENCIES *AMICUS* BRIEF
IN *WILDER V. SUGARMAN*

\$10,000

In June 1973, the New York Civil Liberties Union and the Legal Aid Society brought suit against the voluntary child care agencies in New York City and also against the governmental agencies that regulate them. The suit, if successful, would require fundamental changes in the city's child welfare system.

The suit charges that this system is unconstitutional because it places children according to their religion, and that such religious placement is discriminatory because a majority of needy children are black and Protestant and there are not enough places for them in Protestant agencies. Many of these children must therefore remain in the temporary city shelters which are not equipped to handle their needs. The plaintiffs claim that this constitutes a denial of the "proper care, training and instruction of neglected children" that state law requires the city to provide.

The Fund approved a grant of \$10,000 to the Federation of Protestant Welfare Agencies to submit an extensive *amicus curiae* brief on behalf of the plaintiffs, to be prepared by constitutional lawyer Norman Dorsen. For further information: R. Palmer Baker, Jr., Federation of Protestant Welfare Agencies, 281 Park Avenue South, New York, N.Y. 10010.

FEDERATION OF JEWISH PHILANTHROPIES
AMICUS BRIEF IN WILDER V. SUGARMAN \$10,000

Following its grant of \$10,000 to the Federation of Protestant Welfare Agencies in support of *Wilder v. Sugarman* (see above), the Fund made a similar grant of \$10,000 to the Federation of Jewish Philanthropies to submit an *amicus* brief on behalf of the defendants. The aim was to help ensure that all sides of the question would get the fullest and fairest presentation in court. For further information: Karl Zuckerman, Federation of Jewish Philanthropies, 130 East 59 Street, New York, N.Y. 10022.

†NEW YORK CITY CLEAN AIR CAMPAIGN \$50,000

Beginning in 1971 the Fund made grants totaling \$50,600 to the New York City Clean Air Campaign, which was initially organized to monitor air pollution sources in a 200-block area of the Upper West Side of Manhattan and to help the city respond to the problem. Neighborhood volunteer efforts to inspect and report violations were major components of the program. The Clean Air Campaign has shifted its emphasis from enforcement in a limited area to a city-wide drive for carrying out the Air Quality Implementation Plan for New York City, a plan to bring New York City into compliance with Federal Clean Air Act requirements. The Campaign uses publicity, community organizing, and, where necessary, litigation to achieve its goals; it has also participated in the drafting of regulations for the implementation of the Plan. The Fund granted \$50,000 in continued support of this program. For further information: Marcy Benstock, New York City Clean Air Campaign, Inc., 11 West 42 Street, New York, N.Y. 10036.

†STREET LIFE PROJECT \$20,000

This project, headed by William H. Whyte, has been operating for several years with funding from the National Geographic Society, the Rockefeller Family Fund, and the National Endowment for the Arts. It involves direct observation and photographing of the use of the city's streets and open spaces, and aims to improve that usage for the public benefit and to prevent the kind of physical development that impedes rather than fosters proper space usage. The City Planning Commission and the Parks Department have made use of the project's work when laying out new developments. The Fund appropriated \$20,000 for the project and by the end of 1973, five efforts were underway: (1) a pedestrian flow study of major avenues in Manhattan; (2) a study of the use of plazas and small parks; (3) a study of Lexington Avenue's high densities; (4) a study of the management of open space; (5) a special study of the use of open space in Rockefeller Center. The National Recreation and Parks Association served as fiscal agent. For further information: William H. Whyte, 30 Rockefeller Plaza, New York, N.Y. 10020.

CITY LEADERSHIP SEMINAR \$7,780*

The Beame administration, together with the Urban Policy Center of the City University of New York, set up a three-day seminar to acquaint newly-appointed administrators and commissioners with the skills needed to implement the procedures and practices of the city government, particularly in the areas of budgeting, personnel, collective bargaining, productivity, ethics, the legislative process, and public information. About sixty top administrators attended the sessions at the Sterling Forest Conference Center. The Fund provided

\$7,780 toward a total budget of \$15,560. An additional appropriation of \$920 was made to cover the cost of a Fund evaluation. For further information: Dean Julius Edelstein, Urban Policy and Programs, City University of New York Graduate School and University Center, 33 West 42 Street, New York, N.Y. 10036.

RESEARCH DRAWING ACCOUNT
FOR THE AUTHORITY FOR
COORDINATING TRANSPORTATION \$10,000*

The Authority for Coordinating Transportation, Inc. (ACT) is a non-profit organization founded by Theodore W. Kheel to carry out activities in public education and planning for transportation in the New York metropolitan area. The Fund established a drawing account of \$10,000 from which ACT could finance specific research or technical studies. An additional \$1,000 was appropriated for Fund administration, monitoring, and evaluation of the grant. For further information: Theodore W. Kheel, Authority for Coordinating Transportation, Inc., 49 East 68 Street, New York, N.Y. 10021.

PROPERTY TAX STUDY \$14,780

The Citizens Housing and Planning Council of New York had developed a mass of assessment data in connection with another study. It proposed to use this information to analyze the impact of the property tax in New York City on owners of different types of residential property and on the city's various social and economic groups. The study also aimed to determine the role of the property tax in discouraging property improvement, thus contributing to blight. The Fund approved a grant of \$14,780 to cover the salaries, computer time, and printing costs necessary to undertake the study. For further information: Allan R. Talbot, Citizens Housing and Planning Council, Inc., 20 West 40 Street, New York, N.Y. 10018.

†NATIONAL REPORT ON
LEGALIZED GAMBLING \$5,000

In April 1973, following publication of the Fund's report on legal gambling in New York, the Fund and The Twentieth Century Fund began collaborating on an expanded study of legalized gambling from a national perspective. At that time the Fund made an appropriation of \$10,000 toward a total budget of \$50,000. This year the Fund approved an additional \$5,000 toward staff costs. The study report, entitled "Easy Money," is available from The Twentieth Century Fund. For further information: Murray Rossant, The Twentieth Century Fund, 41 East 70 Street, New York, N.Y. 10021.

STAFF SUPPORT FOR ADVISORY
COMMITTEES TO THE COMPTROLLER
OF THE CITY OF NEW YORK \$7,000*

The Comptroller's Office asked the Fund to help staff two advisory committees the Comptroller wanted to establish, one to select an equities portfolio manager and the other to explore issues involving the City's long-term debt. The committee's members would serve without pay, but \$7,000 was needed to hire staff for a short-term pilot project to demonstrate the feasibility of the approach. The Fund approved a \$7,000 grant to the project, and an additional \$1,000 to cover the cost of administering and monitoring the grant. For further information: The Hon. Harrison J. Goldin, Comptroller of the City of New York, Municipal Building, New York, N.Y. 10007.

POLICE DEPARTMENT

PUBLIC RELATIONS CAMPAIGN \$5,000

The New York City Police Foundation was established in November 1971 to provide an independent vehicle for community support of the New York City Police Department. The Foundation decided that a top priority was improvement of police-community relations—to cultivate a better public understanding of police work, and to improve and support police morale. To do this it decided on an extensive public relations campaign, using news media and other means. The first step was the publication of a brochure entitled "The 100 Hats of Officer Jones." The budget for the media campaign and the brochure was \$50,000. The Fund made a six-month grant of \$5,000, contingent on the Foundation raising \$15,000 from other sources to help meet the \$20,000 costs of the Officer Jones brochure. The Fund's grant was also contingent on the printing of the brochure in Spanish as well as English. Both of the Fund's conditions were met. For further information: Cornelia Perry, New York City Police Foundation, 1 State Street Plaza, New York, N.Y. 10004.

†TRANSITION PAPERS \$25,000

In 1973 the Fund embarked on a project to produce fact books on important city agencies for incoming officials of the new city administration taking office on January 1, 1974. Nearly forty such books, giving the history, scope, organization, and problems of each agency, were in the hands of the newly-elected and appointed officials by mid-January. Additional copies were needed for line administrators and civic groups, and a supplementary appropriation of \$25,000 was approved for production and distribution, as well as for staff costs. Copies are available from the Fund. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

†PUBLIC SERVICE AWARDS PROGRAM \$5,000

In 1973 the Fund began its Public Service Awards Program, which makes tax-free cash awards of \$5,000 each to at least six outstanding career employees of the City of New York each year. The nominees are screened by the staff director and the awards are made by an independent selection panel. The purpose of the program is to draw public attention and give public recognition to outstanding career public servants at all levels, and to the examples they provide. The Fund approved a supplementary grant of \$5,000 to cover unanticipated administrative costs in connection with the program's second year of operation. For a more detailed description of the program and a list of award winners, see page 26 of this report. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

BANK CLEARING HOUSE COMMITTEE ON ECONOMIC DEVELOPMENT \$6,038

The Bank Clearing House Committee on Economic Development is a group established by the city's major banks and financial institutions to maintain the strength of the city's economy, by acting to strengthen businesses which need consulting services, to keep businesses from moving out, and to attract new businesses. The Committee asked the Fund to assign a representative to work with those task forces engaged in taking the first steps toward a comprehensive and integrated program for economic development in the city. The

Fund made an appropriation of \$6,038 to pay for part-time services of a Fund staff representative to the group for six months. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

TOWARD A HUMANE AND WORKABLE CITY

†TAKING STEP THREE IN JAMAICA \$100,000

Between November 1970 and September 1973 the Fund made grants totaling \$166,000 to the Regional Plan Association, the Greater Jamaica Development Corporation, and the Mayor's Office of Jamaica Planning & Development in their effort to help make Jamaica, Queens, an important metropolitan sub-center. The funds were used to pay half the salaries of the director and staff of the Greater Jamaica Development Corporation (the balance being raised by the local business community), and to establish a line of credit against which drawings could be made by the public and private agencies working together in the Jamaica planning and redevelopment effort. This grant of \$100,000 to the Regional Plan Association and the Greater Jamaica Development Corporation was designed to finance the work necessary to: (1) secure a "New Town" designation which would make Jamaica eligible for extensive Federal funding; (2) get the first 500 units of new housing underway; and (3) convert an existing city building into an arts center. Substantial progress has already been made in rehabilitating the Jamaica area through the combined efforts of public and private forces. The Fund's latest grant is designed to bring the planning efforts to fruition. For further information: F. Carlisle Towery, Greater Jamaica Development Corporation, 161-10 Jamaica Avenue, Queens, N.Y. 11433.

REDUCING ENERGY CONSUMPTION IN HIGH-RISE APARTMENT HOUSES \$20,000*

As part of its Energy Conservation Project, Citizens for Clean Air, a New York City environmental group, conceived a research and demonstration program to reduce energy consumption in existing high-rise apartment houses. CCA proposed to investigate techniques to supplement those being studied for energy conservation in new apartment houses and single-family homes. Successful application of such techniques of the New York City housing stock could decrease energy consumption in the city by as much as two to three percent.

The Fund approved a grant of \$20,000 to Citizens for Clean Air toward a projected budget of \$120,000. It was expected that the balance of the money would come from the National Science Foundation and the Federal Energy Administration, which showed interest in the concept and also in Citizens for Clean Air. An additional appropriation of \$965 was made for a Fund evaluation of the project. For further information: Brian Ketcham, Citizens for Clean Air, Inc., 25 Broad Street, New York, N.Y. 10004.

WILCAT SERVICE CORPORATION VENTURE CAPITAL FUND \$15,000*

Wildcat Service Corporation was founded by the Vera Institute in 1971 and since then has been successfully providing transitional employment for ex-addicts and ex-offenders whose records make it difficult for them to find work in the

private sector. As of spring 1974 more than 1,000 Wildcat employees were working in a variety of public-service jobs. Wildcat is financed by contracts with Federal and state agencies, and it has agreed to expand its work force to take on 3,000 new people by the end of 1975. It asked the Fund for a reserve that would enable it to test out new employment ideas before they are ready to be let for contract. The Fund approved a grant of \$15,000 as a Wildcat drawing account, and an additional \$1,500 to cover the Fund's costs in administering and evaluating the project. For further information: Ken Marion, Wildcat Service Corporation, 265 Madison Avenue, New York, N.Y. 10016.

WEST BRONX COMMUNITY ORGANIZATION PROJECT \$20,000

This project in community organization and neighborhood stabilization is led by Paul Brant, a Jesuit priest who has been working in the West Bronx for nearly three years as an organizer and promoter of community activity and development. The Fund approved a grant of \$20,000 to the Morris Heights Neighborhood Improvement Association to provide the project with staff assistance to carry on efforts in four areas—housing maintenance, senior citizens' services, welfare client services, and addict rehabilitation—using the resources of the various other community groups in the area as well. For further information: James Mitchell, Morris Heights Neighborhood Improvement Association, 1618 Grand Avenue, Bronx, N.Y. 10453.

DEVELOPING CITY AGENCY SUPPORT FOR HOSPITAL AUDIENCES \$10,000*

Hospital Audiences, Inc. arranges attendance at cultural and sporting events for people in institutions such as hospitals, prisons, and mental institutions; and, in cases where attendance is impossible, brings events to them. It has developed a comprehensive system for obtaining free tickets and for arranging for artists to perform in the institutions. HAI asked the Fund for help in developing support within city agencies, and the Fund granted \$10,000 for the project. An additional \$965 was appropriated for Fund monitoring and evaluation of the project. For information: Michael Jon Spencer, Hospital Audiences, Inc., 1974 Broadway, New York, N.Y. 10023.

GUIDE TO NEW YORK'S NEIGHBORHOOD GARDENS \$3,000*

Street plantings and the development of vacant lots by community groups have increased rapidly in the past few years. The Horticultural Society of New York, which has been inundated with requests for help with neighborhood beautification projects, believed that the publication of a booklet identifying existing neighborhood gardens would help these groups to exchange ideas and to gain information by visiting successful gardens. The Fund approved a grant of \$3,000 to compile the information for the Guide, on the condition that the Society find matching funds for its publication. The Burlington Foundation has provided these. The Fund appropriated an additional \$350 to monitor and evaluate the project. For further information: Robert Martin, Horticultural Society of New York, Inc., 128 West 58 Street, New York, N.Y. 10019.

*ROBBERY AND STREET CRIME \$13,021

In 1972 and 1973 the Fund committed \$26,000 to a study of the problem of robbery and street crime and the potential

role of foundations in developing solutions. The appropriations also supported monitoring by the Fund of other grants in this field—to the Rand Institute and the Association for a Better New York—aimed at improving the coordination of private and public security force efforts. An appropriation of \$13,021 this year enabled the Fund to develop one of the ideas generated by the original study—a Neighborhood Security Project, which received a separate grant in the fall of 1974. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

*NEIGHBORHOOD SECURITY PROJECT \$3,425

The Neighborhood Security Project has grown out of the Fund's research project on robbery and street crime. This new project, a cooperative investigative and planning effort with several other foundations and the Criminal Justice Coordinating Council, aims to devise an experimental project in several neighborhoods to determine what level and what kind of support might be required to help communities reduce crime and fear of crime. The project is designed to supplement the city's existing community crime-prevention programs. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

*MORNINGSIDE PARK PLANNING STUDY \$5,000

In 1973 the Fund made a grant of \$25,000 for the Architects' Renewal Committee in Harlem to formulate a community-conceived program for the rehabilitation of Morningside Park. The group, known as ARCH, changed leadership during the project, and suffered organizational difficulties. A very substantial part of the planning, however, had been carried out by Lawrence Halprin and Associates, an architectural firm, and there was agreement among all of the original sponsors that the work which had been underway could still be salvaged. The Fund accordingly granted an additional \$5,000, this time to the West Harlem Community Organization, to oversee and complete the initial work. For further information: Margaret McNeill, West Harlem Community Organization, 2107 Eighth Avenue, New York, N.Y. 10026.

VOLUNTEER MANAGEMENT AND TECHNICAL ASSISTANCE TO NON-PROFIT SERVICE ORGANIZATIONS \$10,800

In July 1973 the Fund made a grant to the Volunteer Urban Consulting Group (VUCG) to finance the first six months of a program of providing technical assistance to non-profit organizations in New York. VUCG had previously done similar work with minority-owned small businesses.

The Fund decided to help finance the program for a second six-month period with a grant of \$10,800, with an additional \$780 for Fund monitoring and evaluation. For further information: Brooke Mahoney, Volunteer Urban Consulting Group, Inc., 420 Lexington Avenue, New York, N.Y. 10017.

ROOSEVELT ISLAND SCHOOL PLANNING \$9,170*

A completely new town is being developed on Roosevelt Island. Its planners have tried to create an integrated environment based on new designs in housing, recreation, transportation, and education. For the experiment to work, its school system must present a program attractive enough to win upper-income families to the Island in significant numbers. The Fund committed \$9,170 for Roosevelt Island school sys-

tem planners to hire a consultant, Dr. Henry Brickell, the director of Educational Policy Studies, Inc. Dr. Brickell was to help draw up concrete plans for the school system and to negotiate its administrative requirements through the Board of Education. An additional \$500 was appropriated for Fund monitoring and evaluation. For further information: Robert M. Litke, Roosevelt Island Development Corporation, 625 Main Street North, Roosevelt Island, N. Y. 10044.

+CHOICES FOR '76 FOLLOW UP \$10,000

Starting in 1971, the Fund made several grants to the Regional Plan Association to help finance a series of televised "town meetings" in the New York metropolitan region during the spring and summer of 1973. These programs were designed to stimulate discussion on the topics of housing, transportation, poverty, the environment, and land use, which are priorities for public planning in the metropolitan area lying between Trenton, New Jersey, and New Haven, Connecticut. The Regional Plan Association obtained the cooperation of the television stations in the area, and obtained public response to the televised programs through ballots printed in newspapers.

This grant supported a follow-up project, involving a series of face-to-face meetings between the Association and leaders in government, business, labor unions, and civic groups to present the choices made by the public and to discuss the public options in the fields covered. For further information: Michael J. McManus, Choices for '76, Regional Plan Association, 235 East 45 Street, New York, N.Y. 10017.

COUNCIL ON THE ENVIRONMENT OF NEW YORK CITY \$10,000*

In 1970 the Fund provided office space and other support for the planning and organization of the Council on the Environment, newly created by an Executive Order of the Mayor to promote environmental concern among New Yorkers through publications, conferences, research, and demonstration projects. The Council is financed by contributions, and this year the Fund appropriated \$10,000 for general support of the Council's activities. An additional appropriation of \$500 was made for Fund monitoring and evaluation of the project. For further information: Ruben S. Brown, Council on the Environment of New York City, 51 Chambers Street, New York, N.Y. 10007.

VILLAGE NEIGHBORHOOD TELEVISION \$10,000

Village Neighborhood Television began in 1972 as a project of the Alternate Media Center of New York University and has since become independent. It consists of a group in Greenwich Village which is interested in developing community life through the videotape medium in general and through public-access cable television channels in particular. In its first year it produced eighteen hours of original programming dealing with Village people and issues. Its plans include developing cable television viewing centers for non-subscribers, and holding special showings and developing programs at the request of neighborhood groups. The Fund granted it \$7,500 outright, with an additional \$2,500 to be paid when the latter sum was matched by neighborhood contributions. The Cultural Council Foundation served as fiscal agent. For further information: Stephen W. McDermott, Village Neighborhood Television, 365 West 20 Street, 15B, New York, N.Y. 10011.

+TRANSPORTATION ALTERNATIVES \$7,540

Transportation Alternatives is a 900-member group which has worked under the aegis of Citizens for Clean Air and the Institute for Public Transportation. It has been engaged in a campaign to make bicycling a more viable means of transportation in New York City. The Fund approved a grant of \$7,540 to defray the costs of a four-month drive. Citizens for Clean Air, Inc. served as fiscal agent. For further information: Rivvy Berkman, Transportation Alternatives, 211 East 43 Street, New York, N.Y. 10017.

+COMMUNITY NEWS SERVICE \$5,000

In 1972, the Fund made a \$50,000 grant to the Community News Service, a black and Puerto Rican-operated wire service providing minority news coverage. The following year a loan of \$5,000 was made to enable the organization to meet operating expenses pending receipt of a Ford Foundation grant. This loan was subsequently converted into a grant. For further information: Annette Samuels, Community News Service, 209 West 125 Street, New York, N.Y. 10027.

NINTH AVENUE INTERNATIONAL FESTIVAL \$1,000

The Mayor's Office of Midtown Planning asked the Fund to support the Ninth Avenue Association's International Festival, which was held on May 11 and 12, 1974. It was felt that the festival would strengthen the community, and the Fund made a grant of \$1,000 toward a total budget of \$4,400, with The Parks Council serving as fiscal agent for the participating groups. For further information: Mayor's Office of Midtown Planning and Development, 220 West 42 Street, New York, N.Y. 10036.

OUTWARD BOUND COURSE FOR CITY YOUTH \$750

The Fund granted \$750 to the New York Urban League to provide emergency transportation costs for nine young people from West Harlem who had received scholarships for a month-long course at the Hurricane Island Outward Bound School. For further information: New York Urban League, 2090 Seventh Avenue, New York, N.Y. 10027.

+FUND PUBLICATION DISTRIBUTION \$6,000

In April 1974 the Law Enforcement Assistance Administration of the U.S. Department of Justice announced to a national audience that the Fund study "Legal Gambling in New York" was available free at the Fund's office. The demand very quickly exceeded the supply. To meet the continuing demand for it and for other Fund studies such as those on cable television, adoption, and bicycling, the Fund appropriated \$6,000 to pay for reprinting, postage and handling. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

+YOUTH-RUN YOUTH PROJECTS \$1,340

In December 1972 the Fund granted \$50,000 to the Citizens' Committee for Children, with an additional drawing account of \$25,000 to be matched by an equal amount from other foundations, for the funding of projects initiated and operated by groups of young people. Additional expenses required the appropriation of another \$1,340 in 1974. For further information: Henry Saltzman, Citizens' Committee for Children of New York, Inc., 2 Park Avenue, New York, N.Y. 10016.

SELECTED INSTITUTIONS

†SUPPORT OF SELECTED INSTITUTIONS \$50,000

In 1972 the Fund embarked on a project designed to provide selected grantees with help—beyond grant funds—to build them up as institutions, because they were doing significant work in the city's communities. The assistance has included aid in fundraising and proposal-writing, the loan of talent, research aid, referrals to expert help and to governmental agencies, planning, and general consulting. In the first year the groups in the Selected Institutions program were the East Harlem Environmental Extension Service, Southside United Housing Development Fund Corporation (Los Sures), the Interfaith Adopt-a-Building Program, the East Harlem Interfaith Housing Office, the Seven Loaves community arts coalition, and the Argus Community. The year's experience convinced the Fund that there were many advantages, to the Fund and the grantee, in providing such follow-up services and advice, and the Fund appropriated \$50,000 in new monies toward a continuation of this effort during fiscal year 1973-1974. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

†SOUTHSIDE UNITED HOUSING DEVELOPMENT FUND CORPORATION (LOS SURES) \$19,890

This organization is a non-profit group that the Fund began to support in 1972 for its potential to manage and rehabilitate tenement buildings in the Williamsburg section of Brooklyn. In its first year it took over eight buildings with nearly 200 units, established itself in the community, and took the lead in devising and publicizing techniques for rehabilitating the city's older housing stock. It was the first community organization to manage buildings in the city's Receivership Program. For the first year of its operations Los Sures had additional funding from other foundations, which was not renewable for a second year. Since it has been one of the most successful of the Fund's selected institutions, the Fund felt that an additional grant to carry it through its second year was necessary and proper, and that ultimately its operations might make it self-supporting. For further information: James T. Harris, Los Sures, 255 South Second Street, Brooklyn, N.Y. 11211.

†STAFF SUPPORT FOR A COALITION OF COMMUNITY HOUSING GROUPS \$7,000

The twenty-five or so groups which form the Association of Neighborhood Housing Developers all work with deteriorated buildings, trying to reverse the abandonment process by reclaiming and rehabilitating them for low-income tenants. Most of these groups receive a mix of private and public funding, and all need increased financial support from the city to continue functioning. The Fund appropriated \$7,000 to provide the Association with staff support during its negotiations with the Housing and Development Administration, and in anticipation of receipt by the Association of other foundation grants. For further information: Robert Schur, Association of Neighborhood Housing Developers, 29 East 22 Street, New York, N.Y. 10010.

†PRATT INSTITUTE CENTER FOR COMMUNITY AND ENVIRONMENTAL DEVELOPMENT \$20,000

The Pratt Institute Center, an extension of the Pratt Institute in Brooklyn, gives free planning and technical assistance to

the borough's community groups. It has a permanent staff of eight professionals working in the fields of housing, industrial expansion, area renewal, open space use, and health. Its reputation for solving community planning problems is excellent. In its decade of operation, the bulk of its annual budget has come from foundations and the Federal government. Some of that support began to fall off, and although the Pratt Institute itself steadily increased its support of the Center, it too became pressed for funds. In 1973 the Fund made a grant of \$10,000 to enable the Center to develop a long-range funding plan. This year the Fund granted the Pratt Center an additional \$20,000 to help finance its 1974 program. The Pratt Institute served as fiscal agent. For further information: Ron Shiffman, Pratt Institute Center for Community and Environmental Development, 240 Hall Street, Brooklyn, N.Y. 11205.

†SEVEN LOAVES COMMUNITY ARTS COALITION \$20,000

This is a group of seven community organizations on the Lower East Side of Manhattan, most of them offering free arts and crafts workshops and joining together through a common administrative and fundraising headquarters. Some of the member organizations had been well established previously; others were new. The Fund first made two small emergency grants in 1972 to individual groups to enable them to carry on their work, and in 1973 the Fund granted \$37,000 to the newly-formed and experimental coalition, providing virtually its entire administrative budget. Nearly \$100,000 more was raised from other sources for the group's project activities. The cooperative nature of the coalition has worked well, and the Fund approved an additional grant of \$20,000 toward administrative expenses for the second year, and continued giving technical and advisory help through its Selected Institutions Program. The Cultural Council Foundation served as fiscal agent. For information: Carolyn Curran, Seven Loaves, 177 East Third Street, New York, N.Y. 10009.

PLANNING FOR COMMUNITY-BASED HOUSING MANAGEMENT \$9,953

The West Harlem Community Organization, Inc. is a non-profit community service organization which has operated in West Harlem since 1965, when it formed in opposition to Columbia University's plans for redevelopment of Morningside Park. It is now planning the development of a housing management function for 1,000 units in West Harlem. The Fund approved a grant of \$9,953 to cover a portion of the organization's personnel costs during a four-month planning period. For further information: Margaret McNeill, West Harlem Community Organization, Inc., 2107 Eighth Avenue, New York, N.Y. 10026.

PRELIMINARY INQUIRIES

CHILD WELFARE IN NEW YORK CITY \$7,706

An appropriation of \$7,706 was made for the Fund to study the current system of child welfare in New York City to determine whether there is an appropriate place in the field for the Fund, and, if so, to establish guidelines for the funding of future proposals in the child welfare area. The study produced a report on New York's child welfare system which is available from the Fund. For information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

DEVELOPMENT OF A METHODOLOGY
FOR MONITORING THE QUALITY AND
CONDITION OF CITY PARKS \$3,100

In conjunction with the Fund's other projects on productivity, a grant of \$3,100 was made to The Parks Council and New York University to finance the development of a handbook of procedures for monitoring public, private, and voluntary park and recreation areas in the city. The work was to be done by student interns affiliated with the Metropolitan Studies Program at N.Y.U. For further information: Joanna Underwood, % The Parks Council, 80 Central Park West, New York, N.Y. 10023.

SURVEY OF THE AVAILABILITY AND
USE OF SOCIAL SERVICES BY ETHNIC
AND WORKING-CLASS COMMUNITIES \$5,000

A grant of \$5,000 was made to the New York Center for Ethnic Affairs to examine the unmet social needs of the city's working-class and ethnic communities. The study promised to compile a list of the most relevant service programs, to collect data on the relative levels of service in ethnic communities, to interview agency heads and program administrators and to prepare its findings, including a proposed program of activities. For further information: Ralph Perrotta, New York Center for Ethnic Affairs, 11 West 42 Street, New York, N.Y. 10036.

†URBAN TRANSPORTATION \$169

An appropriation of \$169 closed out a 1971 Fund investigation into the area of urban transportation, designed to identify potential projects for Fund support. Among the outgrowths of this investigation were the Fund's commitment to the development of bicycling as an urban transportation alternative, and a study of productivity measures for municipal transportation prepared by the Institute for Public Transportation. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

PUBLIC SCHOOL PARENT COMMUNICATION
PROJECT AND TECHNICAL ASSISTANCE
TO PUBLIC HIGH SCHOOLS \$4,811

In October 1973, the Fund was asked by the Rockefeller Brothers Fund to cooperate in two feasibility studies relating to the city's educational system, one involving the design of a possible parent-communication system and the other the possible creation of a privately-financed technical assistance program for the high schools. The Fund appropriated \$4,811 to cover the cost of space, supplies, and staff support for the two study teams whose other costs were underwritten by the Rockefeller Brothers Fund. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

PRODUCTIVITY MEASURES
FOR HIGH SCHOOLS \$14,950

This Fund-administered project was designed to look for performance measures, similar to those used by the Fund's Project Scorecard and Health Care Quality Project, which might be used to assess and improve the management of the city's high schools. The project focused on the usefulness and possible implications of attendance and graduation data. It was discovered that, contrary to the usual expectations, a number

of schools with a high proportion of minority and low-income students have low rates of absenteeism and a relatively high percentage of students graduating. But attendance and graduation data did not seem to be indicative or useful enough criteria to warrant the establishment of a demonstration project utilizing them on a regular basis, and the project was not carried further. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

OUTDOOR EDUCATION PROGRAM \$2,000

The Ruppert Education Center, a creation of the East Harlem and Yorkville communities, developed a pilot program of outdoor education at Park East High School, which is a unit of the Ruppert Center. The program, using techniques pioneered by the Outward Bound schools, aims at rechanneling some of the energies of urban youth. Park East students, under the guidance of Arthur Conquest, a teacher at Park East, go on climbing expeditions in New England, canoe the East River, and make other explorations aimed toward fuller self-discovery. The Fund made a grant to the Committee for a Comprehensive Education Center for six months' support of planning for a program which could be used throughout the city. For further information: Arthur Conquest, Committee for a Comprehensive Education Center, 172 East 107 Street, New York, N.Y. 10029.

OTHER

†NEW YORK AFFAIRS \$10,000

In December 1972, the Fund made a grant of \$10,000 to support the establishment of a new magazine, *New York Affairs*, a serious quarterly journal focusing on New York City issues and subjects. The fourth issue of the magazine appeared in the spring of 1974. This year the Fund approved an additional grant of \$10,000 to enable the magazine to secure matching funds from other foundations and to continue publishing a magazine of interest and promise. For further information: L. D. Solomon, *New York Affairs*, 25 West 45 Street, New York, N.Y. 10036.

YEAR-ROUND INTERN PROGRAM \$30,677

In 1971, 1972, and 1973 the Fund for the City of New York sponsored a summer intern program for graduate students who worked on various Fund programs and projects for the three summer months each year. The intern program had proved beneficial to the Fund, its grantees, and the interns, and, it was thought, might feasibly be run on a year-round basis, with the interns working a maximum of 15 hours per week in the spring and fall and 35 hours per week during the summer. The Fund began experimenting with the program on the expanded basis in the fall of 1973, and discovered that the year-round format was not productive. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

REASSESSMENT AND PLANNING PROJECT \$7,185

Early in 1974 the Fund's staff proposed that the Fund consider a more conscious and intense focus in its grantmaking. The Board of Directors scheduled a meeting in October 1974

to discuss general policies and directions. This project, involving a systematic assessment of the Fund's grantmaking history, was undertaken to provide the staff and Board with information to help them examine grantmaking policies for the Fund and set directions for the future. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N.Y. 10017.

†MONITORING AND EVALUATION OF
FUND GRANTS AND PROJECTS \$21,841

Small balances in a number of grants made for Fund monitoring and evaluation of specific grantees, and for preliminary inquiries into potential grantmaking areas for the Fund, were pooled to enable the Fund to add other grantees to its monitoring and evaluation effort and to conduct a follow-up study of the use of the Transition Papers by the Beame administration. The pooled accounts totaled \$21,841, of which \$13,219 went to the Transition Project, and \$8,622 to the expanded monitoring and evaluation effort. For further information: Fund for the City of New York, 342 Madison Avenue, New York, N. Y. 10017.

LOANS

ALLIANCE OF LATIN ARTS \$5,000

In August 1974 the Fund made an emergency loan of \$5,000 to the Alliance of Latin Arts to meet some of the expenses of its production of *Kismet* at the Lincoln Center Festival Out-of-Doors, pending the receipt of grants awarded to the Alliance by the National Endowment for the Arts and the New York State Council on the Arts. The Alliance conducts ongoing theater and music training for young people in New York's Hispanic community.

SEVEN LOAVES \$10,000

In September 1974, the Fund made an emergency loan of \$10,000 to the Seven Loaves community arts coalition, a Fund grantee for the previous two years. The loan enabled Seven Loaves and some of its member programs to meet their current expenses in anticipation of grant funds from the National Endowment for the Arts, which were unexpectedly delayed by procedural difficulties. The Cultural Council Foundation served as fiscal agent.

1972-1973

TOWARD THE EFFECTIVENESS AND
RESPONSIVENESS OF GOVERNMENT

ALBANY LAW SCHOOL OF UNION
UNIVERSITY AND THE NEW YORK CITY
HEALTH AND HOSPITALS CORPORATION \$500

To prepare a study of the New York City Health and Hospitals Corporation Personnel Review Board, a unique agency which hears appeals from non-managerial employees alleging improper or unfair treatment.

THE ASSOCIATION OF THE BAR
OF THE CITY OF NEW YORK \$5,000

To distribute two publications—a report entitled "Agencies, Public and Voluntary, Involved in the Operation of the Courts in the City of New York," and a book entitled *Decentralizing City Government*—to public officials interested in the reorganization of New York City's government.

CITIZENS FOR CLEAN AIR, INC. \$25,000*

To present expert public interest testimony at the New York State Public Service Commission hearings on long-term energy conservation in the Consolidated Edison Service territory. An additional \$1,000 was appropriated for a Fund evaluation of the project.

†CITIZENS' INQUIRY ON PAROLE
AND CRIMINAL JUSTICE, INC. \$35,000

To investigate and evaluate the existing New York State parole system and make recommendations for its reform.

†COLUMBIA UNIVERSITY CONSERVATION
OF HUMAN RESOURCES \$25,000*

Toward the cost of a three-year project under the direction of Eli Ginzberg to evaluate city expenditures for health, educa-

tion and welfare; to analyze currently used measures of the effectiveness of the programs and make recommendations for their improvement; and to develop a new budgeting approach for the allocation of human services. An additional \$1,500 was appropriated for a Fund evaluation of the project.

†COMMISSION TO INVESTIGATE ALLEGED
POLICE CORRUPTION (KNAPP COMMISSION) \$5,000

To cover the cost of printing the summary of the Knapp Commission's report.

†THE DEVELOPMENT COUNCIL
(formerly Capital Formation, Inc.) \$10,000

To encourage businesses to locate or expand in New York City by arranging financing packages from the Small Business Administration.

EDUCATIONAL FACILITIES LABORATORIES, INC.
WITH THE NEW YORK CITY BUREAU OF
PURCHASED SOCIAL SERVICES
FOR ADULTS \$10,000

To provide modest fees for the individual design and improvement of approximately twenty senior citizen centers.

†FUND FOR THE CITY OF NEW YORK \$100,000

To help finance the initial two years of publication of the *Empire State Report* (formerly the *Albany Report*), an independent journal providing informed coverage of the New York State legislature, judiciary, and administrative agencies, the prospectus for which was developed under a previous Fund grant.

†FUND FOR THE CITY OF NEW YORK \$28,954

To cover final costs of a Fund study of the possibilities and implications of legalized numbers and sports betting entitled "Legal Gambling in New York," which is available from the Fund.

†Project funded in a previous or subsequent year

*Additional amount appropriated for Fund monitoring, evaluation, or administration of grant

†FUND FOR THE CITY OF NEW YORK \$59,550

For further support of Project Scorecard, and to explore various other projects designed to improve city government productivity, using techniques developed by Project Scorecard to evaluate city services such as parks maintenance and highway repair.

†FUND FOR THE CITY OF NEW YORK \$185,000

To help implement a smooth transition from the Lindsay administration to its successor by producing fact books for new administrators, commissioners, and department heads on agency and department budgets and organization and other managerial information.

†FUND FOR THE CITY OF NEW YORK
AND THE RESEARCH FOUNDATION OF THE
STATE UNIVERSITY OF NEW YORK \$152,890

To develop, test, and operate "Project Scorecard," a system for evaluating street cleanliness in New York City using ex-addicts enrolled in supported work programs. The program, carried out in cooperation with the New York City Environmental Protection Agency, is designed to improve street appearance and the productivity of the Sanitation Department.

†FUND FOR THE CITY OF NEW YORK AND
THE TWENTIETH CENTURY FUND \$10,000

To produce a national report on legalized gambling, incorporating research from the Fund's study on legal gambling in New York.

†MAYOR'S OFFICE OF
NEIGHBORHOOD GOVERNMENT \$7,500

To finance consultant assistance for the administrative decentralization program in order to develop detailed program designs, to prepare long-range program strategies for expanding the decentralization process, and to explore potential funding sources for a proposal to the Federal government.

†NEW YORK CITY COMMISSION
ON HUMAN RIGHTS \$7,500*

To continue an experiment begun in 1971 to test the use of volunteers as professional staff in city agencies. An additional \$2,500 was appropriated for a Fund evaluation of the project.

NEW YORK CITY HOUSING AND
DEVELOPMENT ADMINISTRATION \$2,000

To enable HDA staff members to attend an intensive two-week seminar on computer management.

NEW YORK CITY HOUSING AND
DEVELOPMENT ADMINISTRATION \$2,000

To conduct a seminar to train a new project management staff.

NEW YORK CITY PARKS, RECREATION
& CULTURAL AFFAIRS ADMINISTRATION \$7,500

To study possible mechanization of parks maintenance equipment in the borough of Brooklyn.

NEW YORK CITY POLICE DEPARTMENT
COMMUNITY AFFAIRS DIVISION
(with the New York City Police
Foundation as fiscal agent) \$7,410

To enable twenty-five precinct commanders to attend a

course in conflict management given by the Institute for Mediation and Conflict Resolution, and to determine the feasibility and usefulness of incorporating the training techniques into police education at all levels.

NEW YORK CITY LAW DEPARTMENT \$10,000

To finance a New York City Rand Institute study of the results of civil service examinations for patrolmen to determine whether the examination discriminates against minority applicants.

QUEENS COLLEGE OF THE CITY
UNIVERSITY OF NEW YORK
(with the Research Foundation of the City
University of New York as fiscal agent) \$50,000

To prepare a study for the New York City Bureau of the Budget on possible reforms of business taxes affecting the city, intended to be part of a larger tax reform package submitted by the city to the state legislature.

TEMPORARY STATE CHARTER REVISION
COMMISSION FOR NEW YORK CITY \$6,500

To visit London, Belgrade, and Stockholm to observe the operation of decentralized city governments in preparation for making decisions on decentralization of the New York City government.

UNITED STATES DEPARTMENT OF LABOR,
BUREAU OF LABOR STATISTICS \$8,500

To explore the population, labor, and income data potentially available from the monthly Current Population Survey and to determine the resources needed to establish an ongoing system to produce such data and to report on the current and projected occupational outlook for New York City.

TOWARD A HUMANE AND WORKABLE CITY

†ALTERNATE MEDIA CENTER AT NEW
YORK UNIVERSITY SCHOOL OF THE ARTS \$5,000

To provide facilities and technical training for community residents wishing to develop programs for Public Access Cable Television by operating a neighborhood access center.

†ARCHITECTS' RENEWAL COMMITTEE
IN HARLEM, INC.
(with Renewal Committee in Harlem as fiscal agent) \$25,000*

To develop a plan for the rehabilitation of Morningside Park that will reflect the needs and desires of that community and involve community residents in the design process. An additional \$1,500 was appropriated for a Fund evaluation of the project.

ASSOCIATION FOR A BETTER NEW YORK \$3,000

To finance the consultative services of the Rand Institute in conjunction with ABNY's Coordinated Security Project, which seeks to increase security in the midtown Manhattan area by coordinating the efforts of private office building security forces.

CALL FOR ACTION, INC. \$2,500

To cover a portion of the costs of producing the Call for Action Service Directory, a comprehensive guide to public and private non-profit service agencies in New York City.

THE CHILDREN'S ART WORKSHOP
AND SCHOOL. \$3,000

To provide a summer program of arts and crafts classes and social activities on the Lower East Side of Manhattan.

†CITIZENS' COMMITTEE FOR
CHILDREN OF NEW YORK, INC. \$75,000

Toward an experimental program of youth-run youth projects, including \$50,000 to Citizens' Committee for Children to provide technical and financial assistance to youth projects, and a \$25,000 drawing account for direct funding of selected youth groups.

CITYARTS WORKSHOP, INC.
(with the Cultural Council Foundation as fiscal agent) \$3,000

To complete a multi-ethnic mural project on the Lower East Side of Manhattan.

†ENVIRONMENTAL ACTION COALITION \$101

To cover the final expenses of an experimental community recycling program supported by the Fund in previous years.

†FORT GREENE HOUSING OFFICE, INC.
(with the New York Urban
Coalition, Inc. as fiscal agent) \$42,500*

To encourage the maintenance and rehabilitation of the existing housing stock in the Fort Greene area of Brooklyn by securing mortgage funds for the area and by facilitating the transfer of properties taken over by the city for tax delinquency to local ownership. An additional \$2,500 was appropriated for a Fund evaluation of the project.

FUND FOR THE CITY OF NEW YORK \$5,000

To prepare, publish, and distribute an updated report on the use of public access cable television channels in New York City, entitled "The Wired Island," which is available from the Fund.

†FUND FOR THE CITY OF NEW YORK \$5,000

To purchase and distribute to appropriate officials and policy-makers copies of three Fund-sponsored books: *New York Is Very Much Alive*, by Eli Ginzberg; *You Don't Have to Be Rich To Own A Brownstone*, by Joy and Paul Wilkes; and the *Pratt Guide to Planning and Renewal for New Yorkers*, by Robert Alpern.

†FUND FOR THE CITY OF NEW YORK \$16,000

To investigate and develop potential projects in the prevention of robbery and street crime and to monitor current Fund grants in the area of coordinated public and private security.

†GATEWAY CITIZENS COMMITTEE \$10,000

Toward the cost of maintaining a professional staff to provide advisory services to the Federal, state, and local agencies involved in the planning and creation of the Gateway National Recreation Area.

GENERAL GRANT TENANTS' ASSOCIATION AND
THE COMMUNITY RELATIONS COMMITTEE
(with the Riverside Church as fiscal agent) \$5,500

Toward the operation of a summer recreation program in the Morningside Park section of Manhattan.

THE GREATER NEW YORK CITY
ICE HOCKEY LEAGUE, INC. \$3,500

To determine the feasibility of converting an abandoned hangar at Floyd Bennet Field into an ice hockey facility.

†HENRY STREET SETTLEMENT \$25,000

To continue efforts toward the conversion of the Lavanburg Houses into a temporary housing facility, providing social services to families forced to relocate who would otherwise be housed in welfare hotels. The grant also supported a research project analyzing various approaches to emergency housing.

INSTITUTE FOR PUBLIC TRANSPORTATION
(with The Parks Council as fiscal agent) \$4,500

To carry out a ten-week pilot project in graffiti removal using Neighborhood Youth Corps summer work crews.

LAURELTON NEIGHBORHOOD ACTION PROGRAM
(with the Federation of Laurelton
Block Associations as fiscal agent) \$5,700

To organize a joint effort of block associations and individuals in Laurelton, Queens, to maintain the attractiveness of the neighborhood by landscaping and planning twenty-six mall areas.

†LUTHERAN MEDICAL CENTER
(with the Sunset Park Redevelopment Committee
serving as an advisory council) \$3,335

To continue the planning and implementation of a rehabilitation program for the Sunset Park area of Brooklyn, including the construction and rehabilitation of housing and the securing of appropriate zoning changes.

NATIONAL YOUTH MOVEMENT, INC.
(with the Gethsemane Baptist Church
of Christ as fiscal agent) \$2,000

To help finance a bus charter service to transport students and their parents from the Brownsville section of Brooklyn to Junior High School 211 in Canarsie, in response to protest demonstrations over school desegregation.

NEW YORK CHINATOWN EDUCATION
RESEARCH PROJECT
(with The Youth Project as fiscal agent) \$2,000

To finance the planning and development of a bilingual educational center for recent Chinese-speaking immigrants and school-age dropouts in Chinatown.

NEW YORK CITY RAND INSTITUTE \$50,000

To study public and private security arrangements in the 26th and 73rd precincts (Morningside Heights in Manhattan and Brownsville in Brooklyn) and to propose detailed plans for improving overall crime prevention by coordinating public and private efforts.

NEW YORK CITY SCHOOL
VOLUNTEER PROGRAM, INC. \$1,500

Toward the costs of the program's opening meeting, a gathering of volunteers and district and community board representatives held at the beginning of the school year, featuring a discussion of the Fleischmann Commission Report on the quality, cost, and financing of elementary and secondary education in New York State.

- †THE PARKS COUNCIL \$15,000
Toward the Council's Urban Improvements Program, which seeks to encourage and expedite private donation of public amenities such as trees, playground equipment, and street and park furniture.
- PLANETARIUM NEIGHBORHOOD COUNCIL \$6,000
Toward increasing and rehabilitating Single Room Occupancy housing and providing health and social services for SRO residents on the Upper West Side of Manhattan.
- †REGIONAL PLAN ASSOCIATION, WITH THE GREATER JAMAICA DEVELOPMENT CORPORATION AND THE MAYOR'S OFFICE OF JAMAICA PLANNING AND DEVELOPMENT \$10,000
To continue the planning and development of Jamaica, Queens, as a regional sub-center.
- †SOUTH STREET SEAPORT MUSEUM \$35,000*
To continue efforts to develop a five-block area on the lower Manhattan waterfront as a museum and educational center devoted to New York's early shipping industry. An additional \$1,000 was appropriated for a Fund evaluation of the project.
- STATEN ISLAND COMMUNITY COLLEGE, THE CITY UNIVERSITY OF NEW YORK \$3,750
Toward the cost of sending fifteen students to the People's Republic of China during the summer of 1973.
- †UPPER WEST SIDE AIR POLLUTION CAMPAIGN (now New York City Clean Air Campaign, Inc.) (with the Natural Resources Defense Council, Inc. as fiscal agent) \$40,000*
Toward continued efforts to reduce soot pollution in a 200-block area on the Upper West Side of Manhattan by using local volunteers to investigate and report violations of the city's air pollution control regulations. An additional \$4,000 was appropriated for a Fund evaluation of the project.
- VOCATIONAL FOUNDATION, INC. \$8,500
Toward the cost of producing a revised edition of *Vocational Training in New York: Where to Find It*, a listing of vocational training courses offered by public and private schools and colleges in New York City and the metropolitan area.
- †VOLUNTEER URBAN CONSULTING GROUP, INC. \$19,312*
To provide volunteer management and technical consulting to non-profit service organizations. An additional \$600 was appropriated for a Fund evaluation of the project.
- WNYC-TV (with the New York City Municipal Services Administration as fiscal agent) \$35,000
To help finance by either loan or grant WNYC-TV's share in a jointly-sponsored fundraising auction.
- YOUTH RESEARCH INTERNATIONAL, INC. \$4,000
To compile data on youth participation in city government projects in East Harlem.

SELECTED INSTITUTIONS

- ARGUS COMMUNITY (formerly Volunteer Opportunities, Inc.) \$20,000
Toward the renovation of a group home for adolescent girls receiving specialized counseling and educational services.

- EAST HARLEM INTERFAITH, INC. HOUSING OFFICE \$10,000
To explore the idea of a merger between the Housing Office, which manages buildings taken over by the city government through its Receivership Program, and the East Harlem Environmental Extension Service, a Fund grantee which trains persons in housing repair and maintenance along with related public health measures.

- †FUND FOR THE CITY OF NEW YORK \$71,000
To identify significant private, community-based service organizations which are working on critical problems, testing new program or organizational ideas, and, in particular, related directly or indirectly to city agencies, and to help the organizations become more effective and self-supporting through a program of financial and technical assistance.

- INTERFAITH ADOPT-A-BUILDING (with the New York City Mission Society as fiscal agent) \$10,000
To operate a program designed to prevent housing deterioration by organizing volunteers to help tenants get emergency repairs and by designing maintenance strategies for individual buildings, including moderate rehabilitation, tenant management, and conversion to cooperative ownership.

- †PRATT INSTITUTE CENTER FOR COMMUNITY AND ENVIRONMENTAL DEVELOPMENT (with the Pratt Institute as fiscal agent) \$10,000
To develop a long range funding plan to ensure the continuation of its program of providing technical assistance to community groups in the fields of housing, industrial expansion, area renewal, open space use, and health.

- †SEVEN LOAVES (with the Cultural Council Foundation as fiscal agent) \$37,000
To provide administrative support in fundraising and program development to a coalition of community arts groups on the Lower East Side of Manhattan, in order to test the thesis that through cooperative efforts the groups can expand the scope and impact of their services.

- †SOUTHSIDE UNITED HOUSING DEVELOPMENT FUND CORPORATION (LOS SURES) \$20,750
To operate a housing development program in the Southside section of Williamsburg, Brooklyn, managing buildings taken into receivership by the Office of Special Improvements of the city's Housing and Development Administration, and supervising the moderate rehabilitation and conversion of the buildings to tenant ownership.

- †SOUTHSIDE UNITED HOUSING DEVELOPMENT FUND CORPORATION (LOS SURES) \$7,965
To finance a study of moderate rehabilitation and management of low-income housing aimed at producing specific program recommendations and raising the public policy issues as well as the technical problems related to large scale moderate rehabilitation and management.

PRELIMINARY INQUIRIES

- AMERICAN ARBITRATION ASSOCIATION \$1,500
To research and prepare a proposal to establish a computerized approach to issues and facts that arise in collective bargaining between the City of New York and its employees.

†FUND FOR THE CITY OF NEW YORK \$1,334

To cover the final costs incurred in several Fund projects begun in previous years, including the development and testing of potential projects for the Fund (\$1,061); a study of adoption (\$31); an evaluation of the efforts of the New York City Environmental Protection Administration under state and Federal work relief programs (\$210); and an inquiry into the feasibility of coordinating philanthropy in New York City (\$32).

†FUND FOR THE CITY OF NEW YORK \$2,000

To investigate problems and possible projects for the Fund in the area of the expansion of medical institutions.

†FUND FOR THE CITY OF NEW YORK \$10,000

To investigate possible projects dealing with robbery and street crime and to try to determine where new foundation funds might most effectively be used in this area.

FUND FOR THE CITY OF NEW YORK \$5,000

To investigate possible projects for the Fund in the relationship between corruption and organized crime and their impact on city life.

FUND FOR THE CITY OF NEW YORK \$1,000

To investigate the feasibility and usefulness of conducting a cost-benefit analysis of the impact of the United Nations on New York City.

†FUND FOR THE CITY OF NEW YORK \$3,000

To investigate a possible publication project, the *Albany Report*, a magazine focusing on the New York State government, and particularly the legislature.

FUND FOR THE CITY OF NEW YORK \$31,550

To inventory and organize Fund information files and research materials, to begin developing working relationships with the city's other research and library facilities, and to explore the possibility of making the Fund an information center to serve not only its own research needs, but also those of other groups interested in city issues.

FUND FOR THE CITY OF NEW YORK \$10,000

To examine the current corrections system in New York City and to develop guidelines for Fund activity in this area.

OTHER

†FUND FOR THE CITY OF NEW YORK \$10,000

To evaluate current projects sponsored by the Fund and to make recommendations for further Fund commitments in the areas studied.

†FUND FOR THE CITY OF NEW YORK \$16,430

To conduct a summer intern program at the Fund, engaging graduate students in law and urban affairs to work on various projects, evaluating grantees, both current and potential, or offering technical assistance to ongoing projects.

†NEW YORK AFFAIRS

(With the National Committee on

Employment of Youth as fiscal agent) \$10,000

To promote circulation of a new quarterly journal focused on important issues in New York City.

LOANS

ALLIANCE OF LATIN ARTS, INC. \$5,000

To enable the Alliance to meet immediate expenses associated with its annual "Fiesta at Fordham," pending receipt of a grant from the National Endowment for the Arts.

COMMUNITY NEWS SERVICE \$5,000

To meet expenses in operating a black and Puerto Rican news service, pending receipt of a Ford Foundation grant.

EAST HARLEM ENVIRONMENTAL
EXTENSION SERVICE, INC. \$5,000

To meet operating expenses associated with the Extension Service's tenement housing repair program, pending completion of a contract arrangement with the New York City Department of Health.

HORIZON 6, INC. \$2,000

To help meet expenses of a fundraising book party for a small black publishing house associated with the New York Urban League.

NEW YORK CITY BOARD OF CORRECTION \$10,000

To meet the operating expenses of the Board's Legal Advocate Program, pending receipt of a grant from the Criminal Justice Coordinating Council.

THE PARKS COUNCIL \$15,000

To meet a cash flow emergency in connection with the Council's Urban Improvements Program, which seeks to encourage and expedite private donation of public amenities such as trees, playground equipment, and street and park furniture.

REDIRECTIONS

FEDERATION OF LAURELTON
BLOCK ASSOCIATIONS \$692

In general support of the Federation's neighborhood community development activities (using funds remaining from a 1969 grant to the Greater Laurelton Fair Housing Council to establish a non-profit real estate agency to help preserve an integrated community in Laurelton, Queens).

INSTITUTE FOR PUBLIC TRANSPORTATION \$3,000

To develop a means of measuring the performance of New York City's public transportation system (using funds remaining from a 1971 Fund-administered study of urban transportation).

NEW YORK CITY BOARD OF CORRECTION \$2,484

Toward the Board's Legal Advocate Program, designed to deal with inmate grievances against the courts and the legal system and to make recommendations for change (using funds remaining from a 1971 grant to the Board of Correction for hearings on death and suicide in New York City prisons).

TOWARD THE EFFECTIVENESS AND RESPONSIVENESS OF GOVERNMENT

†CAPITAL FORMATION, INC. (now The Development Council)	\$63,000
To establish a local development corporation to encourage small businesses to locate and expand in New York City.	
†COMMISSION TO INVESTIGATE ALLEGED POLICE CORRUPTION (KNAPP COMMISSION)	\$13,500
To cover investigative expenses, publish the transcript of the Commission's hearings, and develop recommendations for the continuing work of the Commission.	
†FUND FOR THE CITY OF NEW YORK	\$78,000
To conduct a study of the possibilities and implications of legalizing the numbers game and sports betting, published as "Legal Gambling in New York" and available from the Fund.	
FUND FOR THE CITY OF NEW YORK	\$12,000
To develop and publish annually a Housing Statistics Handbook for New York City.	
FUND FOR THE CITY OF NEW YORK	\$30,000
To sponsor and conduct a series of meetings and seminars with high-level New York City government and union officials on the subject of increased government productivity.	
†FUND FOR THE CITY OF NEW YORK	\$177,000
To carry out a public service award program which makes cash awards for superior performance by career public servants (for three years).	
†MAYOR'S TALENT SEARCH OFFICE (formerly Mayor's Executive Recruitment Fund)	\$40,000
To continue the executive recruitment program with \$10,000 earmarked for recruiting technical and data processing personnel for the Human Resources Administration.	
†NEW YORK CITY ADDICTION SERVICES AGENCY (with the Community Service Society as fiscal agent)	\$1,000
To complete the work of designing a common intake, diagnosis, and referral unit for addicts, begun in the previous year with Fund support.	
NEW YORK CITY BOARD OF CORRECTION	\$5,000
To conduct hearings on death and suicide in New York City prisons, on an extradition case, and on the adequacy of legal representation for indigent criminal defendants.	
NEW YORK CITY BUREAU OF THE BUDGET	\$100,000
To decentralize expenditure and personnel controls and to conduct a series of related mini-experiments in improving agency productivity.	

†Project funded in a previous or subsequent year

*Additional amount appropriated for Fund monitoring,

48 evaluation, or administration of grant

†NEW YORK CITY COMMISSION
ON HUMAN RIGHTS \$51,300*

To conduct an experiment using volunteers as professional staff in the city agencies. An additional \$12,500 was appropriated for consultative assistance, engaged by the Fund, and for a Fund evaluation of the project.

NEW YORK CITY

DEPARTMENT OF CORRECTION

(with the Administrative and Management Research Association of New York, Inc. as fiscal agent) \$10,000

To administer and evaluate an experimental "release on recognizance" program involving a re-evaluation of prisoners' bail conditions, to help detainees awaiting trial in the Manhattan House of Detention to obtain release from custody on the basis of their roots in the community.

NEW YORK CITY POLICE DEPARTMENT,
COMMUNITY AFFAIRS DIVISION

(with the New York City Police Foundation, Inc. as fiscal agent) \$7,500

To conduct an experimental training program for police officers in conflict management techniques.

†NEW YORK LAWYERS' COMMITTEE FOR
CIVIL RIGHTS UNDER LAW \$5,000

To complete, publish, and distribute an Attorney's Manual on the School Decentralization Law.

†NEW YORK STATE SUPREME COURT,
FIRST AND SECOND APPELLATE DIVISIONS \$8,500

To hold a symposium on automation in the courts, and publish an appropriate report.

PRATT INSTITUTE \$29,004

To prepare and publish a revised edition of the *Pratt Housing, Planning and Urban Renewal Guide for New Yorkers*.

TOWARD A HUMANE AND WORKABLE CITY

†ALTERNATE MEDIA CENTER AT
NEW YORK UNIVERSITY
SCHOOL OF THE ARTS \$20,000*

To operate a cable television neighborhood access center which provides training and equipment for residents of lower Manhattan who wish to take advantage of public access opportunities in cable television. An additional \$2,500 was appropriated for a Fund evaluation of the project.

ANDORA HODGIN TOTAL THEATER, INC. \$2,500

To carry out a series of summer productions by a teenage repertory company performing its own works.

ART WITHOUT WALLS

(with the Cultural Council Foundation as fiscal agent) \$3,500

To provide arts workshops run by volunteer professional artists for the inmates of the Women's House of Detention.

THE BROTHERHOOD, INC.

(with the Madison Square Boys Club, Inc. as fiscal agent) \$10,000

To enable a coalition of four Bronx youth gangs to develop an employment planning project, including establishing a store-

front office, a high-school equivalency program, business training seminars, and a youth-run business.		
BROWNSTONE REVIVAL COMMITTEE OF NEW YORK CITY	\$5,000	
To research, write, and publish a manual on financing the renovation of brownstone houses in New York City (published as <i>You Don't Have to be Rich to Own a Brownstone</i>).		
+CENTER FOR THE ANALYSIS OF PUBLIC ISSUES AND FUND FOR THE CITY OF NEW YORK	\$12,314	
To complete a project designed to increase the use of cable television public access channels in New York City and to produce a report, published as "Public Access Channels: The New York Experience," which is available from the Fund.		
CITIZENS FOR CLEAN AIR, INC.	\$5,000	
To inform the public and community groups of ways they can assist in reducing air pollution, with special attention to automobile emissions.		
+COMMUNITY NEWS SERVICE	\$50,000	
To operate a wire service staffed by blacks and Puerto Ricans to provide minority news coverage.		
CONGRESS OF ITALIAN-AMERICAN ORGANIZATIONS, INC. (CIAO)	\$8,500*	
To work with the problems of white ethnics, especially Italian-Americans. An additional \$1,500 was appropriated for consultative assistance to be engaged by the Fund.		
+ENVIRONMENTAL ACTION COALITION	\$2,500	
To continue an experimental program in community-based recycling of newsprint, glass and metal.		
FUND FOR THE CITY OF NEW YORK	\$18,000	
To conduct an experiment in the use of plastic bags in order to improve garbage collection, and to monitor and evaluate Fund-sponsored neighborhood-based sanitation projects in Bedford-Stuyvesant, the South Bronx, Williamsburg, and South Jamaica. Those projects were:		
Bedford-Stuyvesant Restoration Corporation	\$12,000	
To conduct a neighborhood-based sanitation experiment focused on one block, involving the hiring of a block superintendent to organize block residents to maintain the cleanliness of the block; and to determine whether residents would be willing to pay for ongoing services of this type.		
South Jamaica Steering Committee (with The Parks Council as fiscal agent)	\$9,000	
To conduct an experimental neighborhood-based sanitation program designed to encourage residents to use plastic bags and to get local merchants to help finance supplementary street and sidewalk cleaning services.		
Southside Community Mission	\$12,000	
To conduct an experimental neighborhood-based sanitation program including the education of residents in the use of plastic bags, employment of street sweepers, and coordination of garbage disposal and collection times.		
St. Paul's Place Block Community Association (with The Parks Council as fiscal agent)	\$10,000	
To conduct an experimental neighborhood-based sanitation program involving the use of volunteers, particularly teenagers, in various street-cleanliness monitoring efforts.		
FUND FOR THE CITY OF NEW YORK	\$10,000	
To administer the initial stages of an experimental project, in cooperation with the Vera Institute of Justice and the New York City Municipal Services Administration, designed to identify new working arrangements for the hard-to-employ and to test a new water-blasting technique for cleaning the city's public buildings and monuments.		
+GATEWAY CITIZENS COMMITTEE	\$8,732	
To develop detailed projections of the transportation facilities needed to service the proposed Gateway National Recreation Area.		
+HENRY STREET SETTLEMENT	\$8,033	
To develop, with the New York City Housing Authority and the Departments of Social Services and Relocation, a Family Community Center to serve as a halfway house for evicted or burned-out welfare families awaiting permanent apartments in public housing projects.		
HISTORIC LANDMARK SOCIETY, INC.	\$5,000	
Toward the cost of restoring the Old Merchant's House, a townhouse built in the 1830's on East Fourth Street near the Bowery.		
JOINT APPRENTICESHIP PROGRAM OF THE WORKERS DEFENSE LEAGUE	\$5,000	
To establish a revolving loan fund for Joint Apprenticeship Program clients to cover the sizeable one-time expenses associated with assuming union membership or apprenticeship.		
+LUTHERAN MEDICAL CENTER (with the Sunset Park Redevelopment Committee serving as an advisory council)	\$10,000	
To implement the first stages of a program to revitalize the Sunset Park area of Brooklyn, including securing Urban Renewal designation and appropriate zoning changes, and also planning the rehabilitation and construction of housing.		
+MAYOR'S OFFICE OF MIDTOWN PLANNING AND DEVELOPMENT, WITH THE PARKS COUNCIL AND THE MADISON MALL COMMITTEE	\$10,000	
To plan a permanent pedestrian mall on Madison Avenue.		
MUSEUMS COLLABORATIVE (with the Cultural Council Foundation as fiscal agent)	\$33,695	
To plan art resource and education centers outside the classroom environment for the city's public schools, and to create a pilot center.		
+THE PARKS COUNCIL	\$69,500*	
To administer the Urban Improvements Program, designed to stimulate private participation in efforts to improve the physical appearance of the city and add to its amenities. An additional \$5,500 was appropriated for consultative assistance to be engaged by the Fund, and for a Fund evaluation of the project.		
+REGIONAL PLAN ASSOCIATION, WITH THE GREATER JAMAICA DEVELOPMENT CORPORATION, THE MAYOR'S OFFICE OF JAMAICA PLANNING AND DEVELOPMENT, AND THE JAMAICA STEERING COMMITTEE	\$78,000	
To continue the planning and development of Jamaica, Queens, as a regional sub-center.		

†REGIONAL PLAN ASSOCIATION	\$20,000
To carry out "Choices for '76," an experimental project involving public participation in regional development issues through television.	
†SOUTH STREET SEAPORT MUSEUM	\$25,000
To support a development office staff to negotiate with the New York City government and other parties regarding development of the South Street Seaport area.	
STATEN ISLAND MENTAL HEALTH SOCIETY	\$2,500
To conduct a summer community arts workshop, designed to introduce an arts workshop program into a selected group of Staten Island schools.	
THEATRE FOR THE FORGOTTEN, INC.	\$10,000
To develop an experimental theater program for children in New York City's detention facilities and municipal shelters.	
†UPPER WEST SIDE AIR POLLUTION CAMPAIGN (now New York City Clean Air Campaign, Inc.) (with Citizens for Clean Air as fiscal agent)	\$10,600
To organize volunteers on the Upper West Side of Manhattan to investigate stationary sources of air pollution, to report violations, to persuade landlords to upgrade substandard boilers and incinerators, and to enroll building superintendents in maintenance courses.	
VOLUNTEER OPPORTUNITIES, INC. (now Argus Community)	\$34,820
To set up and test several types of income-producing businesses operated by ex-addicts receiving counseling and other support services from VOI.	

SELECTED INSTITUTIONS

†FUND FOR THE CITY OF NEW YORK	\$50,875
To identify and provide financial and technical assistance to selected community-based institutions in New York City.	
EAST HARLEM ENVIRONMENTAL EXTENSION SERVICE, INC.	\$14,500
To train and employ community residents in housing repair and maintenance efforts designed to improve public health conditions by arresting housing decay.	

PRELIMINARY INQUIRIES

†FUND FOR THE CITY OF NEW YORK	\$3,500
To conduct a preliminary investigation into the possibilities and implications of legalizing the numbers game and sports betting.	
†FUND FOR THE CITY OF NEW YORK	\$5,000
To develop an experimental program using community organizations and community resources to control soot pollution in a limited area of the city.	
FUND FOR THE CITY OF NEW YORK	\$2,500
To determine the feasibility and usefulness of an extended Fund-sponsored study of the effects of the policies and decision-making process of city government on land use in New York City, especially on the development of housing.	

FUND FOR THE CITY OF NEW YORK	\$2,500
To identify possible areas of Fund activity in the economic development of New York City, including an investigation of the movement of corporate headquarters out of the city, and of the future of minority-owned businesses and minority employment.	

†FUND FOR THE CITY OF NEW YORK	\$10,000
To research the giving patterns of corporations and small foundations interested in helping to deal with the problems of New York City in order to determine the feasibility of increased cooperative giving in New York; and to assess the prospects for focusing philanthropic activity in specific areas.	

†FUND FOR THE CITY OF NEW YORK	\$10,000
To conduct an evaluation of the efforts of the New York City Environmental Protection Administration under the State Work Relief Program and the Federal Emergency Employment Act, and to help the EPA design and develop innovative projects under these programs.	

FUND FOR THE CITY OF NEW YORK	\$3,000
To determine the feasibility of investigating the effect of the New York construction trades and their practices on the cost and completion time of housing, commercial, institutional, and industrial construction.	

FUND FOR THE CITY OF NEW YORK	\$10,000
To determine the feasibility of establishing a Community Assistance Fund, possibly supported by contributions from a number of sources, to offer both technical and financial assistance to community organizations in New York City.	

†FUND FOR THE CITY OF NEW YORK	\$3,000
To explore the possibility of designing a Fund-sponsored conference for institutional and community leaders in New York City to discuss problems associated with institutional expansion in the city's neighborhoods.	

FUND FOR THE CITY OF NEW YORK	\$2,500
To determine possible areas of Fund involvement in the problems of the aging.	

FUND FOR THE CITY OF NEW YORK	\$10,000
To compile a bibliography of publications about New York City, to explore possibilities for expanded production and distribution of Fund-prepared studies, and to explore the feasibility of helping the city government to develop a more coherent policy on its publications about New York City.	

FUND FOR THE CITY OF NEW YORK	\$8,500
To survey youth programs operated by public and private agencies in New York City and to identify potential projects for Fund support.	

OTHER

THE AMERICAN DITCHLEY FOUNDATION	\$500
To conduct the Anglo-American Ditchley Conferences, a series of discussions devoted to urban problems and involving many New York City civic and governmental leaders.	

†FUND FOR THE CITY OF NEW YORK \$15,434
To conduct a summer intern program in which graduate-level students research and evaluate ongoing and potential Fund projects.

NEW YORK CITY COMMISSION
FOR THE UNITED NATIONS \$25,000
To create an International Children's Center to house various

programs for children, language classes, and consultative services for adults, and the offices of the New York City Commission for the U.N.

NEW YORK CITY CRIMINAL
JUSTICE COORDINATING COUNCIL \$1,700
To conduct a weekend conference for the CJCC Subcommittee on Organized Crime.

1970-1971

TOWARD THE EFFECTIVENESS AND RESPONSIVENESS OF GOVERNMENT

†MAYOR'S EXECUTIVE RECRUITMENT FUND
(now Mayor's Talent Search Office) \$49,000
To continue the executive recruitment program and to expand it by developing an information retrieval system and by using recruitment firms specializing in minority candidates.

†MAYOR'S OFFICE OF
NEIGHBORHOOD GOVERNMENT \$9,600
To develop experiments in administrative decentralization and to draft the necessary legislation for the creation of a decentralized neighborhood government system in the city.

†NEW YORK CITY ADDICTION
SERVICES AGENCY
(with the Social Psychiatry Research Foundation, Inc.
at Cornell Medical College as fiscal agent) \$11,000
To design an experimental intake, diagnosis, and referral unit to place addicts seeking assistance in the most appropriate form of treatment.

NEW YORK CITY ADDICTION
SERVICES AGENCY \$25,000
To employ a task force of drug experts to assist ASA in a comprehensive assessment of the city's efforts in dealing with addiction and to make recommendations for future action to combat drug abuse.

NEW YORK CITY COMMISSION
ON HUMAN RIGHTS \$3,000
To prepare a book on the Commission's hearings on equal employment and the New York public school system.

†NEW YORK LAWYERS' COMMITTEE
FOR CIVIL RIGHTS UNDER LAW \$35,000
To publish a manual and provide backup counsel for community school board attorneys, to serve as a clearing house for legal information on decentralization, and to comment on Central Board activities affecting community school districts.

UNITED STATES ATTORNEY'S OFFICE,
THE NEW YORK CITY DEPARTMENT
OF CONSUMER AFFAIRS, AND THE
FEDERAL TRADE COMMISSION
(with the Administrative and Management Research
Association of New York, Inc. as fiscal agent) \$46,500
To audit consumer default judgments in Civil Court in order to document the pattern and extent of abuses by retailers and

process servers, particularly with regard to "sewer service"—the pressing of claims based on alleged processes which are never actually served—and to prosecute abusers, negotiate administrative reforms, and provide for continuing audits of Civil Court records.

TOWARD A HUMANE AND WORKABLE CITY

BOARD OF MEDIATION FOR
COMMUNITY DISPUTES, INC. \$12,750
To study and report on the procedures for selecting community representatives for such institutions as Model Cities programs, community planning boards, and community school boards, and to make recommendations for future city policy.

BROWNSTONE REVIVAL COMMITTEE
OF NEW YORK CITY \$2,500
To conduct a study of the city's brownstone revival movement in order to assess its impact, to identify obstacles to the purchase and renovation of brownstones, and to recommend ways to promote and expedite the revival movement.

†CENTER FOR ANALYSIS OF PUBLIC ISSUES \$43,000
To investigate and report on the realities of public access cable TV programming in New York City. The project report, "Public Access Channels: The New York Experience," is available from the Fund.

COLUMBIA UNIVERSITY CONSERVATION
OF HUMAN RESOURCES \$25,000
To produce a team-written book analyzing the New York labor market and offering policy guidelines for improving the market's specific operations, published as *New York is Very Much Alive*.

EAST SIDE BLOCK AND
COMMUNITY ASSOCIATIONS
(with The Parks Council as fiscal agent) \$7,000
To test the effectiveness of a neighborhood campaign to clean up streets and sidewalks.

†ENVIRONMENTAL ACTION COALITION \$30,000
To conduct an experimental recycling program in several neighborhoods, involving the collection of recyclable material by community groups for subsequent marketing by EAC.

†Project funded in a previous or subsequent year
*Additional amount appropriated for Fund monitoring, evaluation, or administration of grant

†FORT GREENE HOUSING OFFICE
(with the Downtown Brooklyn
Development Group as fiscal agent) \$45,000
To establish a housing office in the Fort Greene section of
Brooklyn to secure mortgage funds and government supple-
ments for rehabilitation of residences in the area.

FUND FOR THE CITY OF NEW YORK \$40,000
To encourage and facilitate bicycling as an urban transporta-
tion alternative.

†GATEWAY CITIZENS COMMITTEE \$5,000
To assist in the establishment of the proposed Gateway Na-
tional Recreation Area, composed of the seashore areas at the
mouth of New York harbor.

†HENRY STREET SETTLEMENT \$5,000
To investigate and plan the conversion of the Lavanburg
Homes, a public housing project in Manhattan, into a tem-
porary home for families otherwise placed in "welfare hotels."

MAYOR'S COUNCIL ON THE ENVIRONMENT
(with the Administrative and Management Research
Association of New York, Inc. as fiscal agent) \$9,400
To publish an environmental supplement in the Sunday *New
York Times*, entitled "Birds Today, People Tomorrow?", de-
signed to heighten community awareness of environmental
problems.

†MAYOR'S OFFICE OF MIDTOWN
PLANNING AND DEVELOPMENT \$1,200
To cover incidental expenses in connection with the experi-
mental closings of Madison Avenue to automobile traffic.

†MISERICORDIA HOSPITAL AND THE
DEPARTMENT OF COMMUNITY HEALTH OF
ALBERT EINSTEIN COLLEGE OF MEDICINE \$25,000
To continue the collection of health care data for the Bronx.

NEW YORK MEDICAL COLLEGE \$25,000
To prepare a detailed protocol for a possible medically-
administered heroin maintenance experiment.

OFFICE OF THE MAYOR AND THE
ENVIRONMENTAL ACTION COALITION \$23,932
To cover the expenses of an educational advertising and pub-
licity campaign in connection with New York's Earth Day
celebration.

†THE PARKS COUNCIL \$45,000
To establish a program to encourage and expedite the expan-
sion of public amenities—trees, shrubs, playground equip-
ment, and street and park furniture—through private con-
tributions (for two years).

†REGIONAL PLAN ASSOCIATION, WITH THE
GREATER JAMAICA DEVELOPMENT CORPORATION,
THE MAYOR'S OFFICE OF JAMAICA PLANNING
AND DEVELOPMENT, AND THE
JAMAICA STEERING COMMITTEE \$78,000
To assist in the planning and development of Jamaica,
Queens, as a diverse regional center, including an office dis-
trict and an expanded transportation network.

†REGIONAL PLAN ASSOCIATION \$11,000
To carry out "Choices for '76," an experimental project in-
volving public participation in regional development issues
through television.

†UNITED NEIGHBORHOOD HOUSES
OF NEW YORK, INC. \$20,000
To continue its program of providing seed money and techni-
cal assistance to settlement houses interested in sponsoring
non-profit housing projects.

†VOLUNTEER OPPORTUNITIES, INC.
(now Argus Community) \$15,000
To continue its program of community rehabilitation of mis-
demeanor offenders in the Bronx.

PRELIMINARY INQUIRIES

†FUND FOR THE CITY OF NEW YORK \$7,500
To engage expert consultants and clerical assistance to de-
velop and test projects in government administration, educa-
tion, environment, and other areas of potential grantmaking.

†FUND FOR THE CITY OF NEW YORK \$7,500
To conduct a search for small-scale, practical, and tangible
projects in urban transportation.

FUND FOR THE CITY OF NEW YORK \$9,000
To engage expert consultants to investigate current develop-
ments in the field of public interest advocacy, as an area of
potential grantmaking activity for the Fund.

†FUND FOR THE CITY OF NEW YORK \$8,000
To finance an investigation of adoption services in the city by
Hunter College graduate students, and to publish their re-
port, "In the Child's Best Interest," which is available from the
Fund.

URBAN INSTITUTE \$9,750
To develop quantitative measures ("urban indicators") of the
changing quality of life in New York City to be used to
evaluate the city's services, physical facilities, and economy.

OTHER

FUND FOR THE CITY OF NEW YORK \$22,000
To provide office space and support services to individuals
working on city-related projects.

†FUND FOR THE CITY OF NEW YORK \$10,000
To establish a summer internship program in government
and philanthropy, in which graduate-level students could
provide short-term staff assistance to Fund grantees and con-
duct research into areas of possible grantmaking activity.

FORDHAM UNIVERSITY \$500
To publicize and carry out a conference for returning Viet-
nam veterans.

TOWARD THE EFFECTIVENESS AND
RESPONSIVENESS OF GOVERNMENT

CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK, INC.	\$19,000
To study the public meeting process of the New York City Board of Education and make recommendations for, and aid in, its improvement.	
MAYOR'S COMMISSION ON INFLATION AND ECONOMIC WELFARE	\$20,000
To investigate the causes of inflation and its impact on New Yorkers, and to propose measures to remedy hardships caused by inflation.	
MAYOR'S TASK FORCE ON NOISE CONTROL (with the Educational Foundation of the New York Board of Trade, Inc. as fiscal agent)	\$8,000
To publish the Task Force report on noise control, "Toward a Quieter City."	
NEW YORK CITY BOARD OF EDUCATION	\$43,400
To plan and carry out the conversion of Woodrow Wilson High School into a comprehensive high school with special emphasis on aviation-related programs.	
NEW YORK CITY DEPARTMENT OF CONSUMER AFFAIRS	\$6,815
To print a booklet in English and Spanish entitled "How to Sue Someone in Small Claims Court."	
NEW YORK CITY DEPARTMENT OF HEALTH	\$55,235
To evaluate the first New York City government-sponsored infant day care project.	
†NEW YORK LAWYERS' COMMITTEE FOR CIVIL RIGHTS UNDER LAW	\$25,000
To train volunteer lawyers to work with individuals and community groups wishing to participate in the community school district elections mandated by the School Decentralization Law.	

TOWARD A HUMANE AND WORKABLE CITY

†CENTER FOR COMMUNITY CHANGE	\$4,750
To complete a study of the management of publicly-supported housing.	
CITIZENS UNION RESEARCH FOUNDATION OF THE CITY OF NEW YORK, INC.	\$25,000
To educate voters in the proportional representation method	

of electing local school boards mandated by the School Decentralization Law.

EQUAL EMPLOYMENT COUNCIL, INC.	\$11,000
To expand the Council's Harlem Unemployment Center, which finds construction jobs for minority workers, into other parts of the city.	
THE GREATER LAURELTON FAIR HOUSING COUNCIL	\$50,000
To set up a non-profit real estate agency to fight block-busting and to preserve an integrated community in Laurelton, Queens.	
NEW YORK CITY COMMISSION ON HUMAN RIGHTS	\$8,672
To carry out a "People Is Beautiful" poster campaign as part of the Commission's effort to use the public media to reduce racial tension in the city.	
NEW YORK CITY PARKS, RECREATION AND CULTURAL AFFAIRS ADMINISTRATION (with the Cultural Council Foundation as fiscal agent)	\$25,000
To organize and facilitate the work of community volunteers in parks maintenance.	
†NEW YORK CITY PLANNING COMMISSION (with the City Planning Department Fund as fiscal agent)	\$40,000
To continue production of a documentary film on the comprehensive plan for New York City begun in the previous year with a Fund grant.	
†UNITED NEIGHBORHOOD HOUSES OF NEW YORK, INC.	\$110,854
To support the Settlement Housing Fund's program of providing seed money and technical assistance to settlement houses in sponsoring and developing non-profit housing.	
†VOLUNTEER OPPORTUNITIES, INC. (now Argus Community)	\$59,050
To continue a program of providing community-based volunteer care for selected misdemeanants conditionally discharged by the Bronx Criminal Court.	
OTHER	
HOST COUNTRY ADVISORY COMMITTEE	\$24,050
To plan and coordinate the celebration of the 25th anniversary of the United Nations.	

TOWARD THE EFFECTIVENESS AND
RESPONSIVENESS OF GOVERNMENT

ECONOMIC DEVELOPMENT COUNCIL OF NEW YORK CITY, INC.	\$20,000
To sponsor a three-day conference for institutional investors	

†Project funded in a previous or subsequent year

*Additional amount appropriated for Fund monitoring, evaluation, or administration of grant

as part of a campaign to improve the city's credit rating and the market for its bonds.

†MAYOR'S EXECUTIVE RECRUITMENT FUND (now Mayor's Talent Search Office)	\$20,000
To enable the city to compete with the Federal government and private enterprise in recruiting talented executives by providing the costs of travel to New York by job candidates and the moving expenses of newly-hired personnel.	

MAYOR'S SPECIAL SCHOOL TASK FORCE \$5,000
To train field teams drawn from the ranks of teachers and people known to the community to act as mediators in crisis situations in the public schools.

NEW SCHOOL FOR SOCIAL RESEARCH,
CENTER FOR NEW YORK CITY AFFAIRS,
WITH THE NEW YORK CITY
DEPARTMENT OF CITY PLANNING \$42,268
To finance a conference on incentive zoning, including publication of the results.

NEW YORK CITY BOARD OF EDUCATION \$30,000
To employ a special staff to develop a plan to decentralize New York City's school system under the Board's direction.

NEW YORK CITY BUREAU OF THE BUDGET,
WITH THE VERA INSTITUTE OF JUSTICE \$75,000
To explore the feasibility of using opinion research as a governmental tool in making program and policy decisions.

NEW YORK CITY CRIMINAL
JUSTICE COORDINATING COUNCIL \$60,827
To publicize the city's Police Emergency Number 911 and various burglary prevention measures.

†NEW YORK STATE SUPREME COURT,
FIRST AND SECOND APPELLATE DIVISIONS \$22,000
To provide expert consultant services to supervise the planning and installation of a judicial computer center to centralize all data processing activities in the court system.

TOWARD A HUMANE AND WORKABLE CITY

†CENTER FOR COMMUNITY CHANGE \$75,746
To explore the feasibility of creating a city-wide management services corporation for publicly-supported housing, which would assume and consolidate management functions.

THE DAY CARE COUNCIL
OF NEW YORK, INC. \$43,490
To provide on-site training to upgrade day care staff.

MAYOR'S TASK FORCE ON
CHILD ABUSE AND NEGLECT
(with the Center for Community
Research as fiscal agent) \$55,600
To investigate the adequacy of current laws, medical reporting, and follow-up social services, and the Family Court system, in the area of child abuse; and to make recommendations to the Mayor.

†MISERICORDIA HOSPITAL AND THE
DEPARTMENT OF COMMUNITY HEALTH
OF THE ALBERT EINSTEIN COLLEGE
OF MEDICINE \$25,000
To collect the data necessary to plan a coordinated public and private health care system for Bronx County.

MOBILIZATION FOR YOUTH, INC. \$11,928
To operate a Youth Fire Patrol, employing ghetto youths at the scenes of fires to control crowds, direct traffic, and guard

equipment, in an attempt to facilitate communication between ghetto residents and the Fire Department and to stem harassment of firemen.

NEW YORK CITY PLANNING COMMISSION
(with the City Planning Department
Fund as fiscal agent) \$80,000
To study problems related to the design and arrangement of street furniture — signs, lighting, etc. — on 53 Street and to develop prototypical solutions.

†NEW YORK CITY PLANNING COMMISSION
(with the City Planning Department
Fund as fiscal agent) \$57,500
To produce a documentary film on the first comprehensive plan for the development of New York City.

NEW YORK CITY
DEPARTMENT OF SANITATION
(with the National Sanitation
Foundation as fiscal agent) \$15,000
To design and conduct a six-month disposable refuse container experiment, measuring the effect of disposable containers (plastic bags) on work load and street and sidewalk litter.

NEW YORK CITY PARKS,
RECREATION AND CULTURAL
AFFAIRS ADMINISTRATION
(with the Cultural Council
Foundation as fiscal agent) \$27,500
To design, produce, and test a series of portable architectural units ("festival trucks") to be used in conjunction with the PRCA's summer street festival program.

†UNITED NEIGHBORHOOD HOUSES
OF NEW YORK, INC. \$103,612
To support the Settlement Housing Fund's program of providing seed money and technical assistance to settlement houses in developing housing for low and moderate income families.

†VOLUNTEER OPPORTUNITIES, INC.
(now Argus Community) \$59,050
To provide community-based volunteer care, including job guidance and training, for selected misdemeanants conditionally discharged by the Bronx Criminal Court.

WELFARE ISLAND DEVELOPMENT
AND PLANNING CORPORATION
(now the Roosevelt Island Development Corporation) \$52,500
To study Welfare Island and prepare a plan for its future use and development.

A Wildcat worker rates street and sidewalk conditions for Scorecard, a street cleanliness monitoring program begun by the Fund in 1972 at the request of the city's Department of Sanitation. The ratings are computerized and used by the Department to evaluate and improve its street cleaning operations (see page 25).



FUND FOR THE CITY OF NEW YORK, INC.
342 MADISON AVENUE
NEW YORK, NEW YORK 10017
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Design by Peter Bradford, Wendy Byrne
Photography by Nancy Crampton,
Alastair Finlay, Stephen Hopkins
Printing by Albert H. Vela Co. Inc.
Typesetting by Harold Black Inc.

